



Economic Development Institute

Institut de Développement Economique

Instituto de Desarrollo Económico

PROGRAM/PROGRAMME/PROGRAMA

1991-1992

Foreword

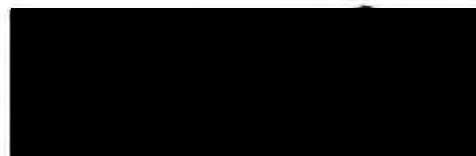
The Economic Development Institute (EDI) is the training arm of the World Bank, with responsibilities for activities in three distinct areas. The first is to provide a forum for policymakers from developing countries at which they can exchange ideas and experiences, be exposed to current economic development issues, and update their knowledge and skills in a multiplicity of economic management fields. This calendar lists the courses and seminars in which EDI currently expects to be directly involved between July 1, 1991, and June 30, 1992. Most of these activities will be joint undertakings primarily with partner training institutes in the developing world, though some may take place in collaboration with institutes from developed countries. Member countries of the World Bank and other international and national organizations and institutes are providing financial and substantive support to virtually all the activities in which EDI is involved.

Most of the courses and seminar that EDI helps organize are attended by people from several countries, generally in small, national teams composed of officials from different agencies or sectors of the economy. The training activities are designed to meet the needs of government policymakers, senior technical and policy staff, and managers and executives concerned with implementing development programs and projects. In addition, in line with its objective to develop the training capacity of partner institutions, EDI continues its series of trainer seminars, some of them addressed to managers of training programs and institutes, and others to full- or part-time training staff. Whatever the topic, the various categories of activities are designed to be mutually reinforcing over a period of years, contributing to capacities for both judicious selection of policies and their effective diffusion and implementation.

EDI's second major activity is to increase the institutional strength of higher-level training and research units in developing countries (whether public or private) that are concerned with one or another aspect of the management of development. Within the broad range of macroeconomic, sectoral, and program management topics covered by these institutes, EDI is making a particular effort to increase capacity and programs in areas related to the environment, financial sector modernization, women in development, poverty reduction, private sector development, and social dimensions of development. These areas are also receiving priority in EDI's own training activities.

EDI's final area of concern is the preparation and publication of training material either for use in its own activities or by partner institutes. A wide range of up-to-date training material is published annually by EDI and is made available to training and higher learning institutes free of charge. Comments and suggestions about EDI's programs are always welcome and

should be addressed to me at the Institute's headquarters in the World Bank.



Amnon Golan, Director

January 1991

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All the information listed here is subject to change. Announcements or invitations containing the final details about an activity will be sent out ahead of time.

Please note that if a particular course or seminar is principally for trainers, this is indicated by (T). If EDI participation is limited to pedagogic assistance, such as provision of teaching materials and some lecturers or assistance with curriculum design, and the partner institution has the major responsibility, this is indicated by (PA).

For each training activity the information listed below is given:

- The country in which the activity will take place.
- The dates of the activity.
- The sponsoring or cosponsoring institution(s) (if any).
- The countries that will be invited to send participants.
- A summary of the activity's objectives and content.
- The type of participants the activity is aimed at (e.g., policy advisors, project managers).

For activities partly or wholly in French, Spanish, or Portuguese the information is given in the appropriate language. For activities in languages other than English, French, Spanish, or Portuguese the language of the activity is shown.

If EDI is not issuing the announcement or invitation, the agency that will do so is indicated by an asterisk. Please address any queries directly to them (see address list, p. 54).

Background

The World Bank established the Economic Development Institute in 1955 as a staff college for its developing member countries. The purpose of the Institute is to help build development capacities and institutions by organizing training and discussion, and by assisting institutions in the developing world engaged in similar activities.

The Institute's thrust has changed substantially during recent years to put more emphasis on development policy, both macroeconomic and sectoral, and on those countries that are either institutionally weaker or face particularly great difficulties of economic management. In 1989 EDI began execution of a new strategic plan that stresses three core themes: macroeconomic management, public sector management, and the effectiveness of poverty reduction efforts. The new plan also emphasizes concentration of effort around selected subjects in each part of the world, to make the different types of activities described below mutually supportive and to lead to a strengthening of local training capacity on the subject. The Institute thus hopes to increase its effort and effectiveness in supporting the developing countries' own training institutions.

EDI offers a number of different types of activities. Descriptions of each follow below.

Worldwide and Nonregional Program. Participants from many regions attend these activities, which are held either in Washington, D.C. at EDI headquarters, or elsewhere in partnership with a local institute.

Regional Courses and Seminars. These activities are conducted jointly with regional and national institutions in World

Bank member countries. They are intended for participants from countries sharing a common linguistic, cultural, or geographic background. Attendance at seminars is generally by invitation only.

National Courses and Seminars. EDI helps in a number of national courses and seminars in various ways. For example, EDI may assist institutions or governments by jointly organizing courses and seminars to meet the training needs of their staff. Or EDI may provide pedagogical or organizational assistance, such as advice on curriculum design and provision of teaching materials.

Senior Policy Seminars. These are short seminars on critical development policy issues for the most senior officials. They provide a forum for the exchange of ideas and experiences among policymakers, Bank staff, and outside experts. Attendance is by invitation only.

Trainer Seminars. These deal either with professional skills (substantive and/or pedagogical) for full-time or part-time trainers or with management issues for directors of institutes and programs. Seminars may be worldwide, regional, or national.

General Institutional Assistance. EDI assists the growth and development of selected in-service training institutions in developing countries by advising and assisting in institutional management and planning, supplying training materials, and assisting trainers to apply new approaches. General institutional assistance activities are not shown in this calendar.

Historique

La Banque Mondiale créa l'Institut de développement économique en 1955 pour servir d'école de cadres à ses Etats membres en développement. L'Institut s'efforce d'aider les pays à se doter de moyens et d'institutions nécessaires à leur développement en organisant des sessions de formation et d'échanges de vues, et en prêtant son concours aux établissements du monde en développement chargés du même type de formation.

Au cours de ces dernières années, les orientations générales de l'Institut ont changées considérablement. D'une part, l'accent est davantage mis sur les politiques de développement macroéconomique et sectorielle. D'autre part, priorité est donnée aux pays relativement fiables sur le plan institutionnel

ou confrontés à des difficultés particulièrement graves dans le domaine de la gestion économique. En 1989 l'IDE a lancé un plan stratégique axé sur trois thèmes essentiels: la gestion macroéconomique, la gestion du secteur public et l'efficacité des mesures de lutte contre la pauvreté. Le nouveau plan insiste également pour que, dans chaque partie du monde, les efforts entrepris se concentrent sur un nombre limité de sujets afin que les divers types d'activités présentées ci-dessous se complètent et entraînent un renforcement des capacités de formation locales dans le sujet choisi. L'Institut espère donc redoubler d'efforts et d'efficacité dans son soutien aux institutions de formation des pays en développement.

L'IDE offre différents types d'activités. On trouvera ci après

Worldwide and Nonregional Program

Programme Mondial et non régional

Programa mundial y no regional

Senior Policy Seminar on Savings Mobilization and the Role of Savings Banks—

by invitation only

Stockholm, Sweden

September 16-20, 1991

International Savings Bank Institute (ISBI),* and Swedish Savings Bank Association

ISBI and EDI will issue invitations to 25 financial policymakers specializing in savings mobilization and to leading savings bank chief executives who are fluent in English.

The seminar's purpose is to review the issues in savings mobilization and the role that savings banks are expected to play in the future. This is to be achieved through an exchange of experiences among the participants and a structured program of presentations and discussions.

The seminar is designed for financial policymakers from developing countries, policy-oriented staff of multilateral financial agencies, and leading executives of savings banks.

FI

(PA) **The Techno-Economic Feasibility of Road Design, Construction, and Maintenance in Developing Countries**

Belgrade, Yugoslavia

September-October 1991 (8 weeks)

Institute Za Puteve (IZP)* - The (National) Highway Institute

IZP will issue the announcement inviting applicants worldwide.

The aim of the course is to improve the skills of those responsible for preparing, evaluating, and supervising the execution and operation of road investment projects.

The course is intended for senior planning engineers and economists, and for administrators who have significant decisionmaking responsibilities in the areas indicated above. It

is not suitable for specialists involved in routine technical operations without major decisionmaking responsibilities.

NU

Executive Development Seminar for Development Banks—by invitation only

Bangkok, Thailand

October 10-12, 1991

World Federation of Development Finance Institutions (WFDI)*

WFDI and EDI will issue invitations to 25 development bank chief executives who are fluent in English.

This senior policy seminar's purpose is to conduct an in-depth discussion of the issues of greatest importance for development banks, with a view to maintaining the leadership in the development bank associations at the cutting edge of changes occurring in financial policies and financial sector development programs. This seminar aims to strengthen the substantive contribution of the development bank associations to their member institutions and to development banking in general.

The seminar is designed for chief executives of development banks who have taken an active role in financial policymaking in their countries and their regional development finance associations.

FI

Senior Policy Seminar for Chief Executives of Development Banks—by invitation only

only

Bangkok, Thailand

October 17, 1991

World Federation of Development Finance Institutions (WFDI)*

WFDFI and EDI will issue invitations to chief executives of development banks who are fluent in English.

The seminar's purpose is to strengthen development banking in developing countries through an exchange of experiences on an important subject of concern to development banks and other financial institutions, and to strengthen the links between these institutions and the World Bank. The seminar will also provide participants with the opportunity to meet their counterparts from other countries and to build contacts for cooperation at a regional and international level.

The seminar is designed for chief executives of development banks and other term-lending financial institutions that finance development projects.

FI

Energy Management Policy Seminar

Washington, D.C.
February 1992 (1 week)

EDI will send announcements to selected countries in different regions inviting applications to the seminar.

This seminar will cover issues in energy policy analysis and planning with an emphasis on security of supply for economic development. The focus will be on efficiency in consumption and supply, diversification of sources, environmental sustainability, and the role of pricing policy in addressing these issues. The seminar is designed to enhance the understanding and analytical skills of the participants in formulating and implementing energy policy and in achieving goals in managing energy demand and supply.

The seminar is intended for officials involved in the formulation of energy policy or who are in positions that provide significant input in the planning and policy decisionmaking process in a country's energy sector.

FI

Seminar on International Development Issues for United Nations Diplomats

(trilingual—English, French, Spanish)—*by invitation only*

New York and Washington, D.C.
March 1992 (2 weeks)
United Nations Institute for Training and Research (UNITAR)*

Participants will be selected by UNITAR.

The purpose of the seminar is (a) to deepen and update the participants' knowledge and understanding of the substantive issues related to the issues of international development in the

United Nations; and (b) to familiarize the participants with the structure, functions, and activities of international development agencies, in particular the World Bank and the International Monetary Fund.

The seminar is designed for senior members of permanent missions to the United Nations in New York whose responsibilities relate primarily to economic and social development problems from the perspective of the United Nations General Assembly and other intergovernmental bodies.

CD

Séminaire pour diplomates des Nations Unies sur les problèmes internationaux du développement

(trilingue—anglais, français, espagnol)—*sur invitation*

New York et Washington, D.C.
Mars 1992 (2 semaines)
Institut des Nations Unies pour la Formation et la Recherche (UNITAR)*

Les participants seront sélectionnés par l'UNITAR.

Le but du séminaire est: (a) d'approfondir et d'actualiser les connaissances des participants sur les problèmes du développement international faisant l'objet de débats aux Nations Unies, et (b) de les familiariser avec la structure, les fonctions et les activités des organismes internationaux de développement tels que la Banque mondiale et le Fonds monétaire international. Le séminaire mettra l'accent sur les questions relatives à la gestion du développement et aux réformes institutionnelles. Les problèmes de gestion de l'assistance technique seront également abordés.

Le séminaire est organisé à l'intention des diplomates accrédités auprès des Nations Unies à New York, qui sont principalement concernés par les questions de développement économique et social débattues à l'Assemblée générale des Nations Unies et dans d'autres organes de l'ONU.

CD

Seminario sobre problemas internacionales de desarrollo para diplomáticos de las Naciones Unidas

(trilingüe—inglés, francés, español)—*solamente por invitación*

Nueva York/Washington, D.C.
Marzo 1992 (2 semanas)
Instituto de las Naciones Unidas para la Formación Profesional y la Investigación (UNITAR)*

Los participantes serán seleccionados por UNITAR.

El objetivo del seminario es de: (a) profundizar y actualizar el conocimiento y la comprensión de los participantes sobre problemas de desarrollo internacional en las Naciones Unidas y (b) de familiarizarlos con la estructura, funciones, y actividades de las agencias de desarrollo internacional, en particular con el Banco Mundial y el Fondo Monetario Internacional.

El seminario está diseñado para altos funcionarios de misiones permanentes de las Naciones Unidas en Nueva York, cuyas responsabilidades están relacionadas principalmente con problemas de desarrollo económicos y sociales desde la perspectiva de la Asamblea General de las Naciones Unidas y otros cuerpos inter-gubernamentales.

CD

Seminar on the Politics and Economics of Public Spending—by invitation only

Sao Paulo, Brazil
April 1992 (5 days)

The seminar is part of the Collaborative Approaches to Adjustment Problems series involving participants from both developing and developed countries, and carried out in partnership with the Government of Japan.

The seminar's main purpose is to focus on the implications of recent innovations in public financial management for (a) the relationship between the executive and legislative branches of government, especially in the developing countries, and (b) the structure and management of the public service itself, drawing on recent experience in industrialized countries.

A restricted group of participants (about 20) will be drawn in about equal numbers from the legislatures and executive branches.

CD

Workshop on the Management of Industrial Adjustment and Restructuring—by invitation only

Washington D.C.
May 1992 (2 weeks)

EDI will issue invitations to countries in Africa, Asia, and Eastern Europe.

This workshop will provide an opportunity for participants to exchange ideas and experiences on the various aspects of the organization and method of training necessary for improving industrial performance. Topics to be discussed include a re-

view of the latest thinking on industrial issues, curriculum design (ostensibly to discuss the industrial adjustment and restructuring training framework developed at EDI), training methods, development and exchange of training materials and resource persons, and training organization for effective delivery and management of such training. The workshop will also explore the possibility of establishing networks for institutions offering training on industrial issues so that exchanges and interactions among member institutions can be strengthened.

This workshop is intended for officials from selected training institutions, agencies responsible for implementing and managing technical assistance components of industrial projects, policymakers who design industrial policies, and academics from developing countries.

FI

Collaborative Approaches Seminar—by invitation only

Washington, D.C.
May 1992 (2 weeks)

EDI will issue invitations to selected developed and developing countries.

This series of seminars was started in 1988 to encourage interaction among developing and developed countries on issues related to structural adjustment. The seminars aim at identifying areas where collaboration between developed and developing countries is desirable and at facilitating the process of structural adjustment.

The seminar is intended for senior officials involved with structural adjustment.

EM

(T) Seminar for Trainers in Development Banking

Washington, D.C.
June 15 - July 3, 1992

Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)*, Latin American Association for Development Finance Institutions (ALIDE)*, and Association of African Development Finance Institutions (AADFI)*

ADFIAP, ALIDE, and AADFI will issue invitations to their member institutions and EDI will issue invitations to regional and subregional development banks.

The purpose of the seminar is to enhance the competence of

trainers in development banks and other financial institutions and to help them develop effective training programs. Specifically, the seminar will refine and update the participants' knowledge and skills by reviewing effective teaching, practicing training, and sharing interregional experiences on how financial intermediaries train their own and their clients' staff.

The seminar is intended for teachers in development banking, training officers, and training unit managers in development banks and other financial institutions.

FI

International Course on Development Policy and Management with a Focus on Industrialization and Aid Management—

by invitation only

Washington, D.C. and Tokyo, Japan

Dates to be announced

Foundation for Advanced Studies on International Development

EDI will issue invitations to selected officials from developing countries.

The purpose of the course is to strengthen the capacity of officials from government and international development agencies (a) to understand and formulate development policies, particularly in the area of industrialization, and (b) to manage assistance programs. A key feature of the course is the potential interaction among participants from industrialized and industrializing countries, and between officials dealing with aid from donor and recipient agencies.

This course is intended for officials who are involved in formulating and managing development policies and projects, industrial restructuring, and their country's foreign aid programs; and ten mid-level officials from Japan responsible for formulating, planning, and managing foreign aid.

CD

Activities for Africa (excluding North Africa)

Activités pour l'Afrique (Afrique du Nord non compris)

Actividades para participantes de Africa (excluido el norte de ese continente)

Séminaire sur l'analyse des politiques énergétiques

Dakar, Sénégal

Juillet 8-19, 1991

Environnement et Développement du Tiers-Monde

Les candidatures seront sollicitées par l'IDE auprès d'un groupe choisi de pays africains francophones.

Le séminaire sera consacré aux problèmes de politique énergétique communs aux pays retenus, ainsi qu'à la définition des politiques énergétiques et aux stratégies de développement du secteur de l'énergie. Les sujets suivants seront abordés: Quels sont les instruments permettant d'analyser les politiques? Comment influencer la gestion de l'offre et de la demande d'énergie? Quelles sont les conditions d'une mise en oeuvre réussie? Après le séminaire, les participants devraient être plus à même de formuler une politique énergétique, d'analyser les implications des politiques adoptées et d'élaborer des stratégies destinées à satisfaire la demande nationale d'énergie.

Le séminaire s'adresse à des personnes participant activement à la formulation des politiques énergétiques ou qui sont à des postes leur permettant d'influencer le processus de prise de décision dans leur pays.

FI

Seminar on Environmental Policy, Resource Management, and Development in Africa—by invitation only

Harare, Zimbabwe

July 1991 (2 weeks)

University of Zimbabwe

EDI will issue the announcement inviting applications from anglophone African countries.

The seminar is intended to examine the relationship among and translate into operational measures the management of princi-

pal issues that have been identified in Sub-Saharan African developmental and environmental management policies. Presentations will emphasize the interdisciplinary and institutional considerations that are especially important in designing and implementing viable resource management and environmental enhancement policies in rural areas. While the focus will be on program design, implementation, and monitoring, the seminar will also address organizational, budgetary, staffing, and training issues.

The seminar is designed for senior program directors and policy advisors in agencies that are assigned primary responsibility for formulating and implementing resource management policies in rural areas. Consideration will also be given to selective participation by nongovernmental organizations.

AR

(T) African Women's Management Training Outreach Program (WMTOP/Africa) Regional Training of Trainers Workshop—by invitation only

Douala, Cameroon

July 1991 (2 weeks)

Pan African Institute for Development (PAID)*

PAID will issue invitations to participants from anglophone Cameroon, Kenya, Lesotho, and Nigeria.

The purpose of the seminar is to train trainers of local nongovernmental organizations (NGOs) to use the participatory, interactive, WMTOP management training materials and methodology designed to meet the needs of women managing local organizations in the informal sector appropriately. Trainers will be taught to use (a) a workshop approach to assess the management training needs of local organizations; (b) training materials that draw on participants' own experience and in-

clude drawings, slides, films, games, role playing, and popular theatre rather than more formal written materials; and (c) a flexible, interactive training approach to build women managers' skills in microproject management, finance and credit, marketing, and leadership. This approach encourages participants to solve difficult management problems in creative ways, appropriate to their particular circumstances, in their local languages, and with due regard to the short amount of time they have available for training in their already busy lives.

The workshop is designed for country teams of NGO trainers.

CD

Femmes et formation en gestion appliquée—sur invitation

Ouagadougou, Burkina Faso
Août 1991 (2 semaines)

L'IDE et l'Institut panafricain pour le développement de l'Afrique de l'ouest-Sahel (IPD/AOS) inviteront les participants du Burkina Faso, Cameroun, Sénégal et Togo

Le but du séminaire est de permettre à un groupe de formateurs d'organisations locales non-gouvernementales d'être formés à une méthode nouvelle de formation FEFGA qui s'avère très interactive. Cette méthode FEFGA est conçue suite à une étude de recherche sur les besoins de formation des gestionnaires d'organisations locales des femmes qui opèrent dans le secteur informel. Ce séminaire permettra aux formateurs/formatrices de: (i) étudier d'une manière approfondie les obstacles à une gestion efficace des organisations locales qu'elle rencontrent; (ii) développer des matériels pédagogiques tels que les études de cas sur la base des expériences vécues par les participants, de ce fait, le développement de ces matériels s'appuiera sur l'audio-visuel, notamment les diapositives, documentaires, jeux, et théâtre ainsi que sur des méthodes formelles telles la littérature écrite; (iii) utiliser l'approche participatoire de FEFGA pour améliorer les compétences des femmes dans la gestion de micro-projets, la finance et le crédit, la commercialisation de biens et services, les relations humaines. Ces nouveaux acquis permettront aux participants formés de résoudre les problèmes de gestion des organisations locales d'une manière innovatrice tout en tenant compte des circonstances particulières de ces organisations. La formation se fera en langue locale tout en respectant la disponibilité de ces femmes très prises par leurs nombreuses activités quotidiennes.

Ce séminaire s'adresse aux formateurs d'organisations non-gouvernementales du Burkina Faso, Cameroun, Sénégal, et du Togo.

CD

(PA) Course on Agricultural Project Analysis and Management

Mhlume, Swaziland
September-October 1991 (5 weeks)
Mananga Agricultural Management Centre (MAMC)*

MAMC will send the announcement inviting applications to selected English-speaking countries in central and southern Africa.

The course will focus on project preparation, analysis, and management. Topics covered will include project design issues, farm budget and investment analysis, financial analysis and farm creditworthiness, economic analysis, environmental issues, gender issues in project design and analysis, marketing and trade, organizational structure for project implementation, human resource management, and evaluation.

The course is intended for agricultural specialists engaged in planning and implementation. Trainers from national training institutions working in this area are also encouraged to apply.

AR

(PA) Seminar on Economic Management for Structural Adjustment in Sub-Saharan Africa—by invitation only

Falmer, England
3rd quarter 1991 (3 weeks)
Institute of Development Studies (IDS), University of Sussex*

The seminar is for selected countries in English-speaking Africa. EDI and IDS will jointly issue invitations to country teams from seven to eight countries.

The purpose of the seminar is to facilitate mutual learning among participating countries on how African countries can better adapt to the current world economic environment. It will focus on structural adjustment programs, with reference to practicable targets, resource requirements, management instruments, and political and social implications. It will emphasize the analysis of specific cases in which countries succeeded in establishing a harmonious relationship between macroeconomic and sectoral policies. It will also focus on the enhancement of supply.

The seminar is intended for senior policy advisors in the core ministries of finance and planning, and for appropriate staff in central banks, operational agencies, parastatals, and academic institutions.

EM

(AP) Atelier de perfectionnement aux méthodes de conception et de programmation d'actions de formation

Ouagadougou, Burkina Faso

Octobre 1991 (3 semaines)

Institut PanAfricain pour le Développement (IPD)/Afrique Occidentale et Sahel (AOS)* et Centre d'Etudes Supérieures Administratives et de Gestion (CESAG)*

L'IDE, l'IPD et le CESAG/AOS inviteront conjointement les institutions ayant participé au premier séminaire de perfectionnement.

L'objet de cet atelier sera de matérialiser le résultat des recherches sur le terrain entreprises à la suite du premier séminaire. Les participants auront à concevoir une stratégie et un programme de formation répondant aux besoins en formation identifiés dans le cadre de leurs travaux individuels. Ils auront à élaborer un Document de Projet qui contiendra les thèmes suivants: justification du programme, cursus, programme détaillé et calendrier, profil des enseignants et des personnes ressources, matériel didactique existant et à concevoir, ainsi que des budgets de développement et d'exécution. La dernière semaine du séminaire consistera en des réunions de Groupes de Travail qui auront à coordonner la production du matériel pédagogique nécessaire à l'exécution des programmes de formation précités. La mise en oeuvre de ces programmes de travail sera entreprise dans les 20 semaines qui suivront.

Cet atelier est destiné aux formateurs, enseignants et chercheurs des institutions participant au programme de renforcement.

AR

Séminaire sur les politiques financières pour le développement dans l'Union Monétaire Ouest Africaine

Dakar, Sénégal

Novembre 18-22, 1991

Centre Ouest Africain de Formation et d'Etudes Bancaires (COFEB)*

Le COFEB et l'IDE inviteront une équipe de trois participants de chacun des pays de l'Union Monétaire Ouest Africaine, ainsi qu'un représentant de la Banque Centrale des Etats de l'Afrique Centrale.

Le but du séminaire est de donner aux participants l'occasion de développer une meilleure compréhension des concepts et des outils analytiques nécessaires pour évaluer les politiques financières actuelles de l'Union Monétaire et la capacité du système financier de la région à contribuer au processus de développement. Les sujets à couvrir incluent la mesure des coûts que ces politiques imposent aux opérations

d'intermédiation financière (et donc les incitations conduisant à un processus de désintermédiation); le diagnostic des effets de la réglementation et du cadre fiscal quant aux incitations à émettre et à détenir des actifs financiers en monnaie locale; l'évaluation de l'infrastructure de support (stabilité de l'unité de compte, système légal et mécanismes garantissant l'exécution des contrats privés, mécanismes de production et de diffusion de l'information pertinente pour les investisseurs et les autorités, supervision et réglementation prudentielle); les choix entre l'efficacité du système financier et le coût de financement de l'Etat.

Le séminaire est organisé pour des fonctionnaires des banques centrales et des ministères des finances ainsi que pour des représentants d'associations professionnelles de banques ou de milieux d'affaires de la région.

FI

Senior Policy Seminar on Agriculture Sector Incentives for Growth in Sub-Saharan African Countries—by invitation only

Tanzania

November 24-29, 1991

EDI will issue invitations to selected persons from Sub-Saharan African countries.

The purpose of the seminar is to encourage an exchange of information among countries at varying stages in the process of economic adjustment. Its aims are to strengthen the capacity of agriculture sector officials to represent the sector's interests in macroeconomic planning and policy formulation, and thereby to facilitate agricultural growth that is sustainable in social, economic, and political terms.

The seminar is intended for senior policy shapers (permanent secretaries and heads of autonomous agencies) from ministries of agriculture, finance, and the office of the president or prime minister.

AR

Workshop on Designing Successful Poverty Alleviation Projects in an Anglophone African Country—by invitation only

Location to be announced

November 1991 (4-5 days)

Partner institution to be announced

Participants will be selected by the government of the country.

The workshop will begin with a review of factors affecting the success of poverty alleviation projects in Africa. Participants will then discuss case studies on projects in this country that are oriented toward the poor; will assess their contribution to poverty alleviation; and will identify factors affecting the success of these projects. Recommendations will be prepared on how to improve their effectiveness.

The workshop is intended for project planners and managers and staff from nongovernmental organizations and training institutions from the country where the workshop is held.

HR

Senior Policy Seminar on Structural Adjustment and Economic Transformation: Public Policy, Human Resource Development, Poverty, and Income Distribution in Sub-Saharan Africa

(bilingual—English, French)—*by invitation only*

Abidjan, Côte d'Ivoire
November 1991 (4 days)
Banque Africaine de Développement

EDI will issue invitations to six or seven countries in Africa.

The purpose of this seminar is to promote mutual exploration among participating countries of the relationship between public policy (fiscal and expenditure policies, human resource development, creating an enabling environment) and economic growth, the alleviation of poverty, and changes in the inequality of income. Drawing on recent experience in Africa, the World Bank's study on long-term perspectives for Sub-Saharan Africa, the 1990 *World Development Report*, and recent research, the seminar will focus on policies and institutional frameworks for promoting sustainable growth with greater equity in the countries of Sub-Saharan Africa.

The seminar is intended for policymakers (ministers and permanent secretaries) in the ministries of finance, planning, health, and education as well as governors of central banks and key presidential advisors.

EM

Séminaire de haut-niveau sur l'ajustement structurel et la transformation économique: politique nationale, développement des ressources humaines, pauvreté (bilingue—anglais, français)—*sur invitation*

Abidjan, Côte d'Ivoire

Novembre 1991 (4 jours)
Banque Africaine de Développement

L'IDE enverra des invitations à six ou sept pays africains.

Le but de ce séminaire est de promouvoir une activité au cours de laquelle les pays participants pourront explorer la relation entre la politique nationale (politiques sur la fiscalité et les dépenses budgétaires, sur le développement des ressources humaines, assurant ainsi un environnement favorable au développement), et la croissance économique, l'allègement de la pauvreté et les changements observés sur les inégalités de revenus. Se basant sur l'expérience récente de l'Afrique, sur l'étude de la Banque Mondiale sur les perspectives à long-terme de l'Afrique sub-saharienne—*Le Rapport sur le Développement Mondial 1990*—et sur d'autres recherches récentes, le séminaire se concentrera sur les politiques et cadres institutionnels susceptibles de promouvoir un développement soutenu et plus équitable dans les pays de l'Afrique sub-saharienne.

Le séminaire s'adresse aux décideurs politiques et économiques (ministres et secrétaires permanents des ministères des finances, du plan, de la santé et de l'éducation, aux gouverneurs des banques centrales et aux principaux conseillers présidentiels).

EM

Senior Policy Seminar on Public Finance Management and Development in Sub-Saharan Africa (bilingual—English,

French)—*by invitation only*

Berlin, Germany
November 1991 (1 week)
Public Administration Promotion Centre, German Foundation for International Development

EDI will issue invitations to selected countries in anglophone Africa.

The seminar will provide a forum for participants to exchange views on approaches to achieve improved management of public finance for economic and social development in Sub-Saharan African countries. Discussions will focus on the following key issues: (a) financing public investment programs; (b) managing the budgetary process; (c) mobilizing revenues; and (d) auditing and financial accountability.

The seminar is intended for ministers and higher civil servants in the core ministries of finance and planning and selected technical ministries.

CD

Séminaire de politiques générales sur la gestion des finances publiques et le développement en Afrique au sud du Sahara (bilingue—anglais, français)—*sur invitation*

Berlin, Allemagne

Novembre 1991 (1 semaine)

Centre de promotion d'administration publique, Fondation allemande pour le développement international

Un nombre limité de pays d'Afrique francophone seront invités par l'IDE.

Ce séminaire a pour but de susciter un échange d'expériences et d'idées entre les ministres et les hauts responsables sur les approches susceptibles de promouvoir une meilleure gestion des finances publiques dans les pays africains au sud du Sahara. Les thèmes principaux suivants seront abordés: (a) le financement des programmes d'investissements publics; (b) la gestion du processus budgétaire; (c) les approches de mobilisation des ressources; et (d) l'audit gouvernemental et le contrôle financier.

Le séminaire est destiné aux ministres et secrétaires généraux des ministères des finances, du plan et d'autres départements techniques.

CD

Gestion de l'économie nationale—*sur invitation*

Dakar, Sénégal

Novembre/Décembre 1991 (4 semaines)

Centre Ouest-Africain de Formation Professionnelle et d'Etudes Bancaires (COFEB) de la Banque Centrale des Etats de l'Afrique de l'Ouest*

Le COFEB invitera des équipes nationales composées d'économistes chargés de l'analyse macroéconomique des banques centrales et des ministères de l'économie d'un nombre de pays de l'Afrique francophone.

L'objectif de ce cours est de fournir aux participants l'opportunité de se familiariser et de mettre en pratique les outils analytiques qui leur permettent d'interpréter et de chercher des solutions aux problèmes macroéconomiques de leur pays. Il convient ici de sensibiliser les participants à la nécessité de disposer d'instruments politiques économiques visant à minimiser l'instabilité et à maximiser la croissance qui soient fiables du point de vue macroéconomique et durables sur les plans politique, social et de l'environnement. Il s'agit également d'expliquer pourquoi ce principe doit être observé tant dans la formulation que dans l'exécution des politiques. Le cours cherche à répondre aux besoins en formation professionnelle de la région et à créer un forum qui permette aux hauts

fonctionnaires gouvernementaux d'explorer et de renforcer leur capacité analytique.

Les participants doivent avoir une formation macroéconomique universitaire et doivent également être des cadres travaillant déjà sur des questions macroéconomiques.

EM

Seminar on Agricultural Sector Management for Growth in Sub-Saharan African Countries—*by invitation only*

Harare, Zimbabwe

December 2-13, 1991

Department of Agricultural Economics and Extension, University of Zimbabwe

EDI will invite persons nominated by Sub-Saharan African countries.

The purpose of the seminar is to equip participants with the means to carry out agricultural sector policy analysis and to share their experience with such analysis as practiced in a range of African countries. The aim will be to ensure that participants improve their ability to articulate the sector's needs and its capacity to contribute to growth under adjustment to those responsible for sectoral and macroeconomic policy decisionmaking. Key issues in contemporary agriculture sector development in Sub-Saharan African countries will be presented.

The seminar is intended for agriculture-related senior program managers from the public, parastatal, and private sectors.

AR

Séminaire de politique générale sur le développement de l'entrepreneuriat en Afrique francophone

Alexandrie, Egypte

Décembre 1991 (1 semaine)

Université Internationale de Langue Française au Service du Développement Africain (ou Université Senghor), Alexandrie

L'IDE enverra des invitations à des équipes de quatre à cinq participants venant de cinq ou six pays d'Afrique francophone.

L'objectif du séminaire sera de créer un cadre général assurant les conditions nécessaires au développement de l'entrepreneuriat au niveau de l'entreprise, par opposition à l'entrepreneuriat au niveau de l'individu. Ce cadre, qui couvrira les aspects culturels

de l'esprit d'entreprise, l'environnement ambiant, le soutien institutionnel et politique qui peut être donné à l'entrepreneuriat, ainsi que la structure et la dynamique de l'expansion des entreprises, pourra être par la suite utilisé par chaque pays invité au séminaire comme base du développement de son secteur privé. L'objectif final du séminaire sera de revoir les conditions qui peuvent mener à l'édification du secteur formel, en amenant l'embryon d'entrepreneuriat que l'on trouve dans le secteur informel à une dimension plus large, une dimension d'entreprise réelle. Ce séminaire orienté vers la politique générale sera un atelier exploratif; il sera suivi d'un séminaire plus technique.

Le séminaire est destiné à de hauts fonctionnaires gouvernementaux, des décideurs politiques et aux cadres supérieurs de banques de développement et de chambres de commerce.

FI

Atelier sur les projets d'allègement de la pauvreté dans un pays francophone d'Afrique—sur invitation

Pays francophone à déterminer
Décembre 1991 (4-5 jours)
Institution partenaire à confirmer

Les participants seront sélectionnés par le gouvernement du pays.

L'atelier commencera par un tour d'horizon des principaux éléments qui influencent le succès des projets d'allègement de la pauvreté en Afrique. Ensuite, les participants discuteront un certain nombre de projets en cours dans le pays, détermineront la contribution de ces projets à l'allègement de la pauvreté et identifieront les facteurs qui affectent leur succès. Des recommandations seront préparées afin d'améliorer l'efficacité des projets.

L'atelier s'adresse à des planificateurs et chefs de projets, à des organisations nongouvernementales et des instituts de formation du pays où aura lieu le séminaire.

HR

Séminaire sur l'analyse des projets d'adduction d'eau potable

Rabat, Maroc
Janvier 1992 (2 semaines)
L'Union africaine des distributeurs d'eau (UADE),*
Office national de l'eau potable (ONEP)

L'UADE demandera aux pays du Maghreb et à environ huit

pays francophones africains de désigner des participants pour le séminaire.

Le but principal du séminaire est de revoir avec les participants les considérations d'ordre technique, économique et financier à prendre en compte dans la planification et l'évaluation des projets d'adduction d'eau potable et d'assainissement. L'objectif visé est de raffermir la connaissance des participants dans le choix économique du projet le moins coûteux, et dans les dispositions à prendre en vue d'assurer la viabilité financière des investissements. Les types d'organisation sectorielle ainsi que les aspects institutionnels des services d'eau potable seront examinés durant le séminaire.

Le séminaire est conçu pour les planificateurs dans les services d'eau potable et d'assainissement.

NU

Seminar on Sustaining Structural Adjustment and Transformation (bilingual—English, French)

Yaoundé, Cameroon
January 1992 (2 weeks)
Training Directorate, Bank of the States of Central Africa (BEAC)*

EDI and BEAC will issue invitations to selected countries in Africa.

The seminar will focus on how to design and implement programs of structural adjustment and transformation that are financially, politically, socially, and ecologically sustainable. Such issues as the timing and sequencing of major economic reforms, mobilizing and sustaining political support, ensuring ecological sustainability, and negotiating effectively with bilateral and multilateral aid agencies will be discussed.

Participants will be invited from among officials of central banks and ministries of finance, planning, and economic affairs. Participants are expected to have basic training in economics and hold high level technical or advisory positions in which they must deal with the issues the seminar will address.

EM

Séminaire sur l'ajustement structurel et les réformes économiques (bilingue—anglais, français)

Yaoundé, Cameroun
Janvier 1992 (2 semaines)
Direction de Formation, Banque des Etats d'Afrique

Centrale (BEAC)*

L'IDE et la BEAC adresseront des invitations à une douzaine de pays d'Afrique au Sud du Sahara.

Le séminaire mettra l'accent sur la façon de concevoir et de mettre en place des programmes d'ajustement mieux adaptés aux réalités financières, politiques et écologiques des pays Africains. Les questions relatives au rythme et à la séquence des politiques de réforme, et à l'appui qu'il faut mobiliser aussi bien auprès des populations qu'auprès des bailleurs de fonds multilatéraux ou bilatéraux pour soutenir le processus de réforme feront aussi partie intégrante du Séminaire.

Le séminaire s'adresse essentiellement aux hauts fonctionnaires des banques centrales et des ministères de l'économie, des finances et du plan. Tous devront avoir une formation de base en économie et occuper des postes de responsabilité proches des décisions relatives à l'ajustement.

EM

Seminar on Construction Industry Development for Road Maintenance

Arusha, Tanzania

February 1992 (2 weeks)

Eastern and Southern African Management Institute (ESAMI)*

ESAMI will issue announcements inviting applicants from African countries.

This seminar will begin a series that will follow up on the road maintenance policy seminars that were held under the Sub-Saharan African Transport Program - Road Maintenance Initiative during fiscal years 1989 and 1990. Those policy seminars identified as a priority need the development of local contracting and consulting capacity and capability. The seminars will address the policy and implementation issues in developing efficient and effective local contracting industry capacity and capability to address the serious backlog of road maintenance and rehabilitation throughout Africa.

The seminars are designed for senior officials from government ministries and senior executives from public and private enterprises involved in the construction and consulting industry.

NU

Improving Performance of Industrial Public Enterprises in East Africa—by

invitation only

Nairobi, Kenya

February 1992 (1 week)

Kenya Institute of Management (KIM)*

EDI and KIM will send invitations to Ethiopia, Ghana, Kenya, Tanzania, Zambia, and Zimbabwe.

The seminar will build on the conclusions and recommendations reached at an earlier Senior Policy Seminar on Reform of Industrial Public Enterprises, which discussed the effect of structural reforms on industrial performance in selected countries of Sub-Saharan Africa. Focusing on public and private manufacturing enterprises in key manufacturing subsectors with export potential, the seminar will review the effects of incentive policies introduced to strengthen the business and competitive environment, possibilities for further involvement of private sector management in the operations of industrial public enterprises, forms of government-public enterprise relationships that facilitate improved enterprise efficiency, and experiences with privatization and restructuring.

The seminar is intended for government representatives from the ministries of industry, finance, and planning involved in the formulation of policies directly affecting the environment in which manufacturing enterprises operate, chief executive officers from exporting public and private manufacturing firms, and representatives of public and private manufacturing enterprises.

FI

Senior Policy Seminar on the Provision of Higher Education in Africa—by invitation only

Location to be announced

March 1992 (5 days)

Partner institutions to be announced

EDI will send invitations to a selected group of countries from the region.

This seminar will be a regional follow-up of a worldwide senior policy seminar on the provision of higher education. The seminar's main objective will be to establish a dialogue among policymakers on how to determine efficiency, effectiveness, equity, and quality of higher education in the region. The seminar will try to increase participants' awareness of what reforms could improve the sector's planning, management, costing, and financing to respond adequately to national labor markets. A draft of the Bank's policy paper on higher education will be presented and participants will be asked to comment on the paper's major recommendations.

The seminar is designed for ministers of education (or higher education), permanent secretaries, and vice-chancellors of universities from a selected number of English-speaking African countries.

HR

Séminaire sur l'alimentation de la femme enceinte et sur la maternité sans risque—sur invitation

Afrique (lieu à déterminer)
Mars 1992 (1 semaine)

L'IDE choisira les participants parmi des pays francophones d'Afrique.

Le séminaire constituera un suivi à l'initiative de la maternité sans risque et mettra l'accent sur des politiques récentes et des programmes innovateurs. En particulier, le séminaire traitera des problèmes nutritionnels et des autres aspects relatifs à la santé de la femme enceinte. Parmi ceux-ci seront traités l'anémie due au manque de fer et au régime diététique ainsi que le problème du contrôle thérapeutique de l'alimentation de la femme enceinte. Des cas particuliers couverts dans des projets de la Banque seront étudiés.

Le séminaire rassemblera des participants de haut niveau concernés par le développement de la santé maternelle et du planning familial.

HR

Séminaire sur le financement du secteur de la santé en Afrique—sur invitation

Lieu à déterminer
Mars ou avril 1992 (probablement 1 semaine)

Les invitations seront envoyées aux pays d'Afrique francophone sélectionnés par l'IDE.

L'objectif principal de ce séminaire est de discuter les options en matière de politiques de financement du secteur de la santé, et d'approfondir les connaissances pratiques des participants en matière d'analyse économique pour la définition de ces politiques.

Le séminaire s'adressera à des équipes nationales composées de cadres responsables des ministères de la santé, des ministères ou agences de planification et des ministères des finances.

HR

Course on Macroeconomic Analysis for Structural Adjustment—by invitation only

Harare, Zimbabwe
2nd quarter 1992 (5 weeks)

EDI will issue invitations to selected countries in English-speaking Sub-Saharan Africa.

The main objectives of the course are (a) to help participants analyze economic performance in relation to fiscal, tariff, monetary, expenditure, exchange rate, demand management, agricultural marketing, and pricing policies; (b) to underscore, through case exercises in economic policy analysis, the importance of sound economic analysis in addressing policy issues; and (c) to enhance the participants' ability to provide effective analysis for the policymaking process.

The course is designed for mid-level staff in the core ministries of finance and planning, and for appropriate staff in central banks, operational agencies, parastatals, and academic institutions.

EM

(F) Séminaire sur la préparation de matériel pédagogique dans le domaine de la gestion financière des villes

Alger, Algérie
2eme trimestre 1992 (3 semaines)
Institut Supérieur de Gestion et de Planification

Les invitations seront adressées à divers pays du Maghreb.

Les objectifs de ce séminaire de formation de formateurs spécialisés dans la gestion urbaine sont de deux ordres:

- sur le plan des méthodes pédagogiques, à la fin du séminaire, les participants devraient être capables de (a) concevoir et produire des documents pédagogiques, (b) planifier et diriger un travail en groupe, (c) utiliser des outils de pédagogie active y compris ceux faisant appel à des outils informatiques simples, (d) planifier la réalisation d'outils pédagogiques adaptés en fonction de l'évaluation des besoins;
- sur le plan des techniques de gestion urbaine, les participants devront être en mesure de (a) mieux comprendre les questions liées à la planification, au financement et à la gestion des services urbains, (b) d'utiliser des outils d'aide à la décision tels que des simulations informatisées, (c) d'aborder les méthodes essentielles d'analyse financière en matière de gestion locale.

Le séminaire est destiné aux cadres des institutions de formation spécialisées dans la formation continue des cadres de collectivités décentralisées, ou aux cadres responsables dans les administrations de tutelle de la définition des politiques et des moyens de cette formation.

NU

Seminar on the Reform of the Public Service (bilingual—English/French)—by invitation only

Yaounde, Cameroon

April 1992 (2 weeks)
Institut Supérieur du Management Public (ISMP)*

The principal objective of this seminar is to examine the policy options open to governments contemplating deep-seated reforms of the civil services in order to meet not only the consequences of the ongoing fiscal crisis, but the challenges of a substantially modified role of the state in the execution of development strategies. While the seminar will address the fiscal problem of reducing the burden of civil service pay and employment, the seminar will also look beyond retrenchment to consider how the goal of a smaller but better service may be realized.

Participants will be drawn from senior executives in ministries and organizations involved in the formation and implementation of policies affecting the size, structure, and role of the civil service, including the finance ministry and line ministries whose experience would be relevant to the deliberations.

CD

Séminaire sur la réforme de la fonction publique (bilingue—anglais, français)—*sur invitation*

Yaoundé, Cameroun
Avril 1992 (2 semaines)
Institut Supérieur du Management Public (ISMP)*

L'objectif principal de ce séminaire est d'examiner les options de politiques ouvertes aux gouvernements envisageant de réformer en profondeur les différents services de la fonction publique afin de faire face non seulement aux conséquences de la crise fiscale actuelle mais également aux problèmes d'un rôle considérablement modifié de l'Etat dans l'exécution des stratégies de développement. Le séminaire, tout en abordant le problème fiscal de réduction des charges liées aux rémunérations et à l'emploi dans la fonction publique, ne se limitera pas à cet aspect mais envisagera par quel moyen l'objectif d'une fonction publique "réduite mais améliorée" peut être réalisé.

Les participants choisis occuperont des positions cadres supérieurs de ministères et d'organisations impliqués dans la formation et la mise en oeuvre de politiques affectant la taille, la structure, le rôle de la fonction publique, y compris le ministère des finances et les ministères d'exécution dont les expériences pourraient s'avérer utiles aux débats.

CD

Curso sobre gestão de políticas macroeconômicas—*somente por convite*

Oeiras, Portugal

Maio 1992 (4 semanas)
Instituto Nacional de Administração

O IDE emitirá convites para os cinco países Africanos com língua oficial Portuguesa: Angola, Cabo Verde, Guiné-Bissau, Mozambique, e São Tomé e Príncipe.

O objetivo do curso é dar aos participantes a oportunidade de acessar e praticar a aplicação de instrumentos analíticos que possam capacitá-los a interpretar e procurar soluções para os problemas macroeconômicos enfrentados por seus países. A principal idéia a ser transmitida é que um pacote de instrumentos de políticas econômicas, que busque minimizar instabilidades e maximizar o crescimento, deve ser consistente do ponto de vista macroeconômico e sustentável de uma perspectiva política, social e ambiental. O objetivo é mostrar que este princípio deve ser observado tanto na formulação como na implementação de políticas. O curso visa atender as necessidades de treinamento macroeconômico na região e prover um fórum para atualização da capacidade analítica de altos funcionários dos governos.

Serão convidados como participantes do curso alguns funcionários de Bancos Centrais, Ministérios das Finanças e Ministérios de Planejamento, bem como de universidades. Espera-se que os participantes tenham sido treinados em macroeconomia e estejam trabalhando na ocasião do curso em pelo menos um dos temas coberto pelo programa de treinamento.

EM

Seminar on the Economic and Policy Choices of Pharmaceuticals in Developing Countries (bilingual—French, English)—*by invitation only*

Africa (location to be announced)
May 1992 (2 weeks)
Partner institution to be announced

EDI will issue invitations to selected African countries.

The seminar will provide a forum for senior technical-level officials to consider systematically the multifaceted issues and policy options involved in pharmaceutical provision within their individual country context. The principal objectives will be to exchange country-specific views and experiences on pharmaceutical supply, to identify common underlying issues related to the availability and use of pharmaceuticals in developing countries, and to test pedagogical materials for possible use in seminars and training programs organized by EDI and other educational institutions throughout the world.

The seminar is intended for senior technical staff from ministries of health, planning, industry, and finance and from the central banks, managers of essential drug programs, and ad-

ministrators of large hospitals whose responsibilities place them in a position to influence pharmaceutical policy.

HR

Séminaire sur les choix politiques et économiques de produits pharmaceutiques dans les pays en voie de développement (bilingue—français, anglais)—

sur invitation

Afrique (lieu à déterminer)
Mai 1992 (2 semaines)
Institution partenaire à confirmer

L'IDE invitera des pays Africains choisis.

Le séminaire constituera un forum pour fonctionnaires techniques de haut niveau, afin de leur permettre de réfléchir systématiquement sur les problèmes multiples et sur les options politiques concernant l'approvisionnement en produits pharmaceutiques dans chacun de leurs pays. L'objectif principal sera d'échanger des points de vue spécifique à chaque pays ainsi que leur expérience dans l'approvisionnement des produits pharmaceutiques; d'identifier les problèmes sous-jacents communs et relatifs à la disponibilité et l'usage de ces produits dans les pays en voie de développement; et de tester des matériels pédagogiques pour leur usage possible dans des programmes de formation organisés par l'IDE et par d'autres institutions de formation à travers le monde.

Le séminaire s'adresse à des techniciens supérieurs des ministères de la santé, de l'industrie, du plan, des finances et de la banque centrale. Il s'adresse également aux responsables des programmes pharmaceutiques importants et à des administrateurs de grands hôpitaux qui, de par leur fonction, occupent une position leur permettant d'influencer la politique pharmaceutique.

HR

Séminaire sur la gestion de l'économie nationale—*sur invitation*

Clermont-Ferrand, France
Mai 1992 (4 semaines)
Centre d'Etudes et de Recherches sur le Développement International CERDI, Université de Clermont-Ferrand I

L'IDE invitera un groupe de pays de l'Afrique francophone. Des observateurs d'organismes régionaux tels que la Banque Centrale des Etats de l'Afrique Centrale, la Banque Africaine de Développement, la Commission Economique de l'Afrique

pourraient également être invités.

L'objectif de ce séminaire est de créer un environnement informel dans lequel les cadres supérieurs des pays invités, les experts des organismes nationaux et internationaux pourront procéder à des échanges de points de vue et d'expériences en matière de conception, de formulation et de mise en place de programmes de redressement économique et financier. Ce séminaire est orienté vers l'analyse des politiques et cadres institutionnels les plus appropriés pour minimiser les coûts sociaux de l'ajustement et relancer la croissance économique.

Le séminaire s'adresse principalement aux hauts fonctionnaires des banques centrales et des ministères du plan, des finances et autres départements techniques impliqués dans la formulation et la mise en place des programmes et politiques de développement de leur pays.

EM

Women's Entrepreneurship Development Seminar for Zimbabwe—*by invitation only*

Harare, Zimbabwe
May 1992 (1 week)
Partner institution to be announced

The partner institution and EDI will jointly issue invitations to participants from Zimbabwe only.

The purpose of the seminar is to sensitize Zimbabwean policymakers, other high-level government officials, training partners, nongovernmental organizations (NGOs), and others in the international development community to the obstacles confronting women entrepreneurs in Zimbabwe and to obtain their support for the EDI-sponsored Women's Entrepreneurship Development (WED) Program. It provides an opportunity for participants to understand the WED Program's objectives, strategy, approach, and content, and to contribute to refining it. This seminar examines the potential sustainability of institutionalized efforts to help Zimbabwean women entrepreneurs; assesses the project's replicability in other countries or other areas of Zimbabwe; and explores linkages with other similar projects in the country. It also reviews the capacity of participating institutions to undertake activities assigned to them.

The seminar is intended for Zimbabwean senior policymakers, government officials, NGO representatives, women entrepreneurs, trainers, and representatives of the international donor community interested in women's entrepreneurship in Zimbabwe.

CD

Séminaire sur les investissements énergétiques et l'environnement

Lieu à déterminer

Juin 1992 (1 semaine)

Institut partenaire à déterminer*

L'institut partenaire enverra l'annonce invitant les candidatures de participants venant d'Afrique du Nord et d'Afrique Sub-Saharienne.

Le séminaire traitera des questions d'environnement qui devraient être considérées au moment de la formulation de politiques touchant les investissements dans le secteur énergétique. Les discussions qui auront lieu pendant le séminaire auront trait aux questions stratégiques aux niveaux conceptuel et politique. Après le séminaire, les participants devraient être mieux à même de formuler une politique générale, d'analyser les implications des politiques adoptées, et de développer des stratégies permettant de répondre aux besoins énergétiques nationaux tout en prenant en considération l'environnement.

Le séminaire est destiné aux personnes intimement impliquées dans la formulation d'une politique énergétique, ou qui sont à même d'apporter une contribution significative au processus de prise de décision politique dans un pays.

FI

Women's Entrepreneurship Development Seminar for Kenya—by invitation only

Nairobi, Kenya

June 1992 (1 week)

Partner institution to be announced

The partner institution and EDI will jointly issue invitations to participants from Kenya only.

The purpose of the seminar is to sensitize Kenyan policymakers, other high-level government officials, training partners, non-governmental organizations (NGOs), and others in the international development community to the obstacles confronting women entrepreneurs in Kenya and to obtain their support for the EDI-sponsored Women's Entrepreneurship Development (WED) Program. It provides an opportunity for participants to understand the WED Program's objectives, strategy, approach, and content, and to contribute to refining it. The seminar examines the potential sustainability of institutionalized efforts to help Kenyan women entrepreneurs; assesses the project's replicability in other countries or other areas of Kenya; and explores linkages with other similar projects in the country. It also reviews the capacity of participating institutions to undertake activities assigned to them.

The seminar is intended for Kenyan senior policymakers, government officials, NGO representatives, women entrepre-

neurs, trainers, and representatives of the international donor community interested in women's entrepreneurship in Kenya.

CD

(AP) Ateliers de perfectionnement aux méthodes de gestion de projets—sur invitation

Lieu à déterminer

Dates à préciser (4 semaines)

Banque Africaine de Développement (BAD),* Institut PanAfricain pour le Développement, et instituts de formation nationaux au Togo, Bénin, Cameroun, Congo, Rwanda, Burundi et Madagascar

La BAD invitera les participants des projets sélectionnés.

Le programme de Formation en Gestion Agricole pour l'Afrique (AMTA) a pour but de former des équipes de gestionnaires au titre de projets financés par le Fonds International pour le Développement Agricole (FIDA), la BAD et la Banque Mondiale. Des ateliers pour formateurs et des séminaires pour les équipes de projet ont été organisés à l'intention de pays francophones qui n'ont pas été préalablement inclus au programme. Les formateurs nationaux et régionaux ont identifié des besoins en formation, un curriculum approprié et élaboré des études de cas. Ils ont également assisté à l'organisation des séminaires résidentiels pour directeurs et cadres de projets. Les instituts de formation régionaux et nationaux seront assistés dans l'organisation de deux ateliers nationaux en vue de créer les équipes opérationnelles, et d'assurer le suivi des participants dans leur cadre de travail. Lors des derniers ateliers nationaux, les formateurs procéderont à une évaluation de l'impact des actions de formation et à l'identification des pratiques de gestion susceptibles d'améliorer la performance des projets.

Les ateliers sont destinés aux cadres et chefs techniques des projets retenus dans le cadre de ce sous-programme.

AR

Senior Policy Seminars on Rural Travel and Transport—by invitation only

Locations to be announced

Dates to be announced (4 days per seminar)

EDI will organize a series of two or three seminars under the Sub-Saharan Africa Transport Program.

The purpose of these seminars is to increase awareness of, and reach a consensus among, government policymakers on the magnitude of the rural travel and transport problem. The seminars will address the socioeconomic importance of ensuring

personal travel and goods transport in rural areas. The seminars will emphasize policy issues and options relevant to the provision and maintenance of the necessary infrastructure (roads, tracks, trails, and paths) and the provision of, and access to, economic and effective means of travel and transport. Policymakers will discuss and explore various policy options and strategies for their countries and will participate in a policy planning process to address and redress the situation.

The seminars are intended for policymakers involved in rural travel and transport planning, programming, and priorities, including ministers and senior officials from ministries of transport, public works, finance, and planning.

NU

Seminário de alto nível sobre a reforma do serviço público—*somente por convite*

Praia, Cabo Verde

Datas a serem anunciadas (2 semanas)

Centro de Formação em Administração

O IDE emitirá convites aos participantes selecionados de Angola, Cabo Verde, Guine-Bissau, Mozambique e São Tomé e Príncipe.

O seminário examinará estratégias alternativas para a melhoria do desempenho das instituições do serviço público nos países dos participantes, de forma tal que possam servir como instrumentos relevantes para promover a eficiência e a gestão efetiva das atividades de desenvolvimento no meio ambiental presente de crise fiscal. Entre as questões a serem examinadas está a estrutura legislativa, que governa o serviço público; a reestruturação/racionalização dos ministérios públicos e a coordenação entre eles; recrutamento, políticas e práticas de emprego/lotação; políticas de salário e remuneração; e profissionalização do pessoal, principalmente através de treinamento e mecanismos de controle e responsabilização.

O seminário é destinado aos dirigentes de alto nível dos departamentos de pessoal, bem como a peritos e treinadores selecionados.

CD

(AP) Gestão administrativa e financeira das instituições de formação—*somente por convite*

Luanda, Angola

Datas a serem anunciadas (2 semanas)

Instituto Nacional de Administração (INORADE)

O IDE emitirá convites para nacionais dos cinco países de língua oficial portuguesa (PALOP): Angola, Cabo Verde,

Guine-Bissau, Mozambique, São Tomé e Príncipe.

O objetivo do seminário é de melhorar os sistemas e métodos de gestão financeira e administrativa em cada uma das instituições participantes. O seminário ressaltará a aplicação de modelos de gestão e controle financeiro para serem aplicados e utilizados posteriormente na monitoragem da competência e eficácia das instituições.

O seminário será dirigido a administradores principais dos institutos participantes da rede regional PALOP de formação.

CD

(1) Curso sobre análise e gestão de projetos para administração pública e setor empresarial estatal—*somente por convite*

Praia, Cabo Verde

Datas a serem anunciadas (duas semanas)

Centro de Formação em Administração (CENFA)*

O IDE emitirá convites para os cinco países africanos de língua oficial portuguesa: Angola, Cabo Verde, Guine-Bissau, Mozambique, São Tomé e Príncipe.

O curso tem como objetivo reforçar as capacidades de formadores na preparação e implantação de cursos sobre a gestão do ciclo de projetos para a administração pública e o setor empresarial. O curso oferecerá aos formadores a oportunidade de acessar e aplicar um pacote de currículos, estudos de caso, e técnicas modernas de monitoragem e avaliação de projetos. O curso busca (i) melhorar a qualidade de formação em gestão de projetos oferecida nas instituições da região PALOP; (ii) melhorar a capacidade e qualidade dos gestores indígenas do setor público e, como consequência, reduzir a dependência na assistência técnica estrangeira; e (iii) reforçar a colaboração entre instituições de formação da região de língua oficial portuguesa na área de gestão de projetos.

O curso será dirigido a formadores em gestão e administração públicas dos institutos e agências da rede regional PALOP de formação.

CD

Seminário sobre programação e gestão do gasto público—*somente por convite*

Sítio a determinar

Datas a serem anunciadas (2-3 semanas)

Centro de Formação em Administração (CENFA)

O IDE emitirá convites aos participantes selecionados de Angola, Cabo Verde, Guine-Bissau, Mozambique, São Tomé

e Príncipe.

O objetivo principal do seminário é de prover aos participantes instrumentos e orientações que possam melhorar suas capacidades de formulação, avaliação, execução e controle do gasto público. Enfatizar-se-ão aspectos práticos e institucionais, beneficiando-se das experiências dos participantes tanto com respeito aos processos de programação dos investimentos públicos como com respeito à orçamentação.

O seminário é dirigido a funcionários de níveis alto e médio das principais instituições (inclusive órgãos gastadores) que estejam envolvidas na programação e implementação das despesas públicas.

CD

Seminar on NGOs and Decentralization in Sub-Saharan Africa—*by invitation only*

Location to be announced

Dates to be announced (2 weeks)

Partner institution to be announced

EDI will issue invitations to governments and nongovernmental organizations (NGOs) in selected English-speaking African countries.

Participants will exchange ideas and reflect on their experience to develop a better understanding of collaborative and complementary relationships among governments and NGOs in decentralizing decisionmaking in a selected sector. The seminar will focus on the role of the nonprofit sector in development and the links between government and NGO objectives and programs. Background materials will allow participants to examine the comparative advantages of governments and nonprofit organizations in interventions to alleviate poverty and create more effective and participatory decisionmaking processes. Topics covered will include issues at the project/program level (roles of NGOs and governments in identifying, designing, implementing, and evaluating) and at the national level (NGO roles in increasing participation in planning and policy development). At the end of the seminar, participants will develop guidelines for more effective collaborative and complementary roles.

The participants will be senior government officials, staff of NGOs, and international agency staff working in the selected sector. While EDI and its partner institute will seek nominations from selected countries, inquiries are welcome.

CD

Séminaire sur les ONG et la décentralisation en Afrique au sud du Saharan—*sur invitation*

Lieu à déterminer

Dates à préciser (2 semaines)

Institution partenaire à confirmer

Cinq ou six pays africains seront invités.

L'objectif du séminaire sera d'examiner les avantages comparatifs des différents types d'organisations dont le but est de lutter contre la pauvreté et de faciliter une meilleure participation aux prises de décision, de fournir aux participants l'occasion de mettre en commun leurs idées et leurs expériences sur la collaboration entre le gouvernement et les organisations non-gouvernementales (ONG) dans un pays choisi. Les différents thèmes seront traités au niveau du project (identification, préparation, exécution et évaluation) ainsi qu'au niveau de la planification et de la politique générale. Le séminaire s'adresse à de hauts fonctionnaires, au personnel des ONG et des agences internationales travaillant dans un secteur donné et dans des pays choisis.

Bien que la participation au séminaire sera faite sur invitation, l'IDE souhaite recevoir vos commentaires et suggestions sur les thèmes qui devraient être traités et les approches à suivre.

CD

The UNEDIL Program

The UNDP/EDI/ILO Program to Strengthen African Training Institutions (UNEDIL) is a collaborative series of linked projects implemented in partnership with 17 of Africa's leading management development institutions and a consortium of donor agencies. The projects cover a wide range of institutional strengthening efforts, including managing the institutions, developing faculty skills, improving the institutions, upgrading African case studies and training curricula, and focusing on women in development. Within UNEDIL, EDI is primarily concerned with faculty skills development and institution building. All activities are by invitation only and are organized by the lead institutions responsible for individual project components.

CD

The ARDNET Program

The Agriculture and Rural Development Network (ARDNET) program is designed to strengthen training capacity in Africa. The objectives of the network are (a) to improve strategic planning and policy formulation by agriculture sector training

managers; (b) to improve the capacity of agricultural services to meet the needs of small-scale and commercial farmers; (c) to improve community group management of natural resources and finance; and (d) to develop relevant training materials. The anglophone program operates through workshops sponsored by EDI in conjunction with the University of Alberta, Canada, and 11 participating institutions from 7 anglophone African countries. There is a parallel program for francophone African countries. The concluding workshops in this program cycle, one at the regional and two at national levels, are designed to test training materials and program designs developed by key personnel of the collaborating institutions for subsequent widespread use in Africa.

Participation is by invitation only.

AR

Le Programme ARDNET

Le Programme ARDNET (Réseau de Développement Agricole et Rural) pour l'Afrique francophone a pour but de renforcer les compétences d'un groupe d'institutions de la région du

Sahel dont la vocation sera d'améliorer la gestion des services agricoles, en particulier les services de vulgarisation, de crédit et de commercialisation des produits agricoles. Les institutions participantes à ce programme seraient renforcées de la façon suivante: (i) par le perfectionnement du personnel enseignant, menant à une augmentation de leurs moyens de formulation, et de préparation de programmes et de matériels pédagogiques de formation; (ii) par une mise en valeur des systèmes existants d'élaboration de projets de formation, de curricula, de matériels de publication et de moyens audio-visuels, ceci en collaboration avec les autres institutions; et (iii) par la tenue d'un séminaire régional de formation de formateurs (FDF) nationaux et de deux séminaires nationaux de démultiplication auprès des agents locaux de vulgarisation sur un/des thèmes sur lesquels des Groupes de Travail auraient travaillé. Ce programme sera réalisé sous forme d'Ateliers de Travail, subventionnés par l'IDE, conjointement avec le Gouvernement des Pays-Bas et les institutions participantes à ce programme. Il existe un programme similaire pour les pays d'Afrique Anglophone.

La participation à ce programme est sur invitation uniquement.

AR

Activities for Asia

Activités pour l'Asie

Actividades para participantes de Asia

Senior Policy Seminar on Economic Transition, Macroeconomic Management, and Inflation Control—*by invitation only*

only

Viet Nam and other selected countries in Asia
July 1991 (3 weeks)
National Economics University (NEU)*

NEU and EDI will issue invitations to senior policymakers and trainers dealing with macroeconomic management in Viet Nam.

This three-week seminar includes field trips to countries in Asia and the Pacific. The first week will be devoted to presentations and discussions on the transition from planned to market economies, with special reference to the experience of Eastern European countries. This will be followed by a two-week visit to other countries to hold discussions with senior officials of the host countries on macroeconomic management and inflation control experiences.

Participants will be invited from the Office of the Council of Ministers, the State Planning Committee, the State Bank of Viet Nam, and the Ministry of Finance, and will include trainers from the National Economics University.

EM

(PA) SEACEN Training Course on National Economic Management—*by invitation only*

Kuala Lumpur, Malaysia, and Seoul, Republic of Korea
July-August 1991 (5 weeks)
Southeast Asian Central Banks (SEACEN) Research and Training Centre*

SEACEN will issue invitations to its member central banks and monetary authorities to nominate participants.

This course will deal with current and emerging issues in macroeconomic management; monetary, fiscal, and exchange

rate policies; and structural adjustment. It will emphasize the role of central banks and monetary authorities.

The course is intended for officials from central banks and monetary authorities of its member countries: Indonesia, Korea, Laos, Myanmar, Malaysia, Nepal, Philippines, Sri Lanka, Singapore, and Thailand.

EM

Seminar on Water Supply Sector Development

Manila, Philippines
September 1991 (1 week)
Local Water Utilities Administration (LWUA)*

LWUA will issue invitations to countries in east Asia.

This seminar will focus on policy options that will promote the development of the water supply and sanitation sector and improve allocative efficiency in this sector. The seminar will also seek to draw for participants a clearer picture of the institutional, economic, and financial issues involved in planning and operating urban water supply systems. Part of the seminar will be devoted to a review of appropriate institutions for the sector and of ways to develop human resources in the sector.

The seminar is intended for policy analysts and managers in water ministries and agencies.

NU

Energy Policy Analysis and Planning Seminar

Suva, Fiji
September 1991 (2 weeks)
Partner institution to be announced*

The partner institution will invite candidates from selected English-speaking South Pacific island countries.

This seminar will focus on energy policy issues of interest to the countries selected, policy formulation, and sector development strategies, using as cases materials developed in earlier energy assessment missions. The seminar will include discussions of policy analysis tools, policies affecting energy demand and supply management, and implementation requirements. After the seminar, participants should have enhanced their capabilities to formulate policy, analyze the implications of policies adopted, and develop strategies to meet national energy requirements.

The seminar is intended for officials involved in the formulation of energy policy or who are in positions that provide significant input in the planning and policy decisionmaking process in a country's energy sector.

FI

(PA) **Seminar on International Economic Management**—(bilingual—English, Chinese)—*by invitation only*

Shanghai, China
September 1991 (about 3 weeks)
Shanghai Institute of International Economic Management (SIIEM), Shanghai University of Finance and Economics (SUFU)*

The announcement will be confined to China. SUFE will issue invitations to Chinese officials to participate.

The main objective of the seminar is to improve the participants' understanding of and analytical skills on selected issues of international economic management. The National Centre of Development Studies of the Australian National University will help SIIEM identify the topics, prepare training materials, and organize the seminar. EDI will provide pedagogical assistance in international experience on relevant subjects.

The seminar is designed mainly for officials in charge of trade, finance, and industry, as well as executives from state-owned trading companies and export-oriented enterprises from coastal cities.

EM

Seminar on the Monitoring and Evaluation of Development Projects—*by invitation only*

Dhaka, Bangladesh
September 1991 (3 weeks)

Center for Integrated Rural Development in Asia and the Pacific (CIRDAP)*

CIRDAP will issue the announcement inviting applications to selected countries of south and east Asia in which English is a working language.

The seminar will (a) familiarize participants with the principal methodologies available for the design, execution, and analysis of monitoring and evaluation systems for development projects; and (b) examine alternative ways in which monitoring and evaluation systems can be organized at the project and national levels. The seminar will also provide a forum for an exchange of ideas and experiences in the field.

The seminar is intended for senior officials from government agencies responsible for designing and implementing monitoring and evaluation systems for development projects.

AR

Seminar on Integrated Agricultural Project Management (bilingual—Chinese, English)—*by invitation only*

Beijing, China
September-October 1991 (4 weeks)
Ministry of Forestry, China (MOFR)*

MOFR will issue the announcement to selected central government institutions and five provinces within the Huang-Huai-Hai Plain in China.

The main objectives of the course are to increase participants' knowledge of the formulation of the integrated agricultural development program in the Huang-Huai-Hai Plain, coordination and management of various agricultural projects, and basic skills in using personal computers for project management.

The seminar is designed mainly for project management officials and partly for concerned trainers in relating to the Huang-Huai-Hai Development Program in the ministries of Agriculture, Forestry, and Water Resources, and the Agricultural Bank of China.

AR

(T) **Transport Training Roundtable** (bilingual—English, Chinese)—*by invitation only*

China
October 1991 (4 days)
Transport Management Training Center (TMTC)*

The TMTC, together with the Training Department of the

System Reform Commission, will issue the invitations, which will be restricted to China.

The objective of the roundtable is for management and senior lecturing staff of China's network of transport training institutes to exchange ideas, with a view to improving and expanding transport training in the economic, financial, and management fields.

The roundtable is intended for senior personnel of the network's associated institutions and of related government agencies.

NU

Senior Policy Training Seminar on Housing Policy Reform in China (bilingual—English, Chinese)—*by invitation only*

Location to be announced
October 1991 (3 days)

The Government of China will issue invitations, which will be restricted to China.

The purpose of this seminar will be to facilitate discussions among officials from different levels of government on the most important issues in the sector and to explore alternative ways to make the Chinese housing system more efficient and equitable. The Housing Sector Analysis paper prepared by the World Bank will be the basis for the discussions.

Participants will be senior government officials.

NU

Regional Transport Seminar (bilingual—English, Chinese)—*by invitation only*

Guangzhou, China
October 1991 (4 weeks)
Transport Management Training Center (TMTC)*

The TMTC, together with Guangdong Province, will issue the invitations, which will be restricted to China.

The purpose of the seminar is to analyze the significant transport bottlenecks and issues in Guangdong Province's transport system and to assess possible options, including pricing, regulatory, and investment measures.

Participants will be transport, planning, and finance officials from Guangdong Province.

NU

Workshop on Industrial Restructuring and Integration of Small- and Medium-Scale Industries—*by invitation only*

Bangkok, Thailand
October 1991 (1 week)
National Institute of Development Administration (NIDA), Thailand*

NIDA will send invitations to selected teams of two or three officials from Bangladesh, China, India, Indonesia, the Republic of Korea, Lao P.D.R., Malaysia, Pakistan, the Philippines, Taiwan, Thailand, and Viet Nam.

Integration of industrial activities, as well as divestiture of business ventures, are important elements of industrial adjustment and restructuring. Both integration and divestiture can affect market structure significantly. This workshop will explore how restructuring can affect market structure, scale of enterprises, and, thereby, the opportunities for small- and medium-scale industries. The topics of subcontracting and development of supporting industries will be examined within the above context. The issue of financing small- and medium-scale enterprises and entrepreneurship programs along efficiency and equity grounds will be linked to the aim of increasing industrial linkages. The institutional and regulatory setting of countries in this regard will constitute a final component of the workshop. The workshop will present country and sectoral case studies.

The workshop is intended for senior officials from the ministries of industry, trade, planning, and finance and from financing institutions and policy research institutes.

FI

Collaboration between Government and Nongovernmental Organizations Involved in Maternal Health and Family Planning—*by invitation only*

Asia (location to be announced)
October 1991 (10 days)
Partner institution to be announced

EDI will issue invitations to selected countries of the Asia region.

The seminar will establish an open forum to exchange views and experiences on the constraints to and issues in effective management and sustainability of established population programs. The focus will be on examining specific examples relating to successful management, expanding service provision, and facilitating coordination of maternal health and family planning programs.

The seminar is intended for high-level officials in government organizations currently responsible for managing family planning programs.

HR

Training Course on National Economic Management—by invitation only

Hanoi, Viet Nam
October-November 1991 (5 weeks)
National Economics University (NEU)*

The Office of the Council of Ministers of the Government of Viet Nam, together with the National Economics University, will invite nominations.

The training course will be divided into four modules. It will begin with a module on the elements of macroeconomics, with particular emphasis on national accounts. The second module will be on macroeconomic policies, including monetary, fiscal, and exchange rate policies. The third module will be an exercise in structural adjustment. The fourth module will be on macroeconomic modeling.

This course is intended for mid-level officials from macroeconomic agencies of the Government of Viet Nam, including the Office of the Council of Ministers, the State Planning Committee, the State Bank of Viet Nam, the Ministry of Finance, and trainers from the National Economics University. Some 40 to 50 participants will be selected to attend.

EM

Seminar on Improving the Quality of Basic Education in Asia—by invitation only

Manila, Philippines
November 1991 (1 week)
Development Academy of the Philippines

EDI will issue invitations to seven countries in south Asia.

This seminar is part of a series on maintaining and preserving the quality and level of education. The seminar's objective is to delineate the various aspects of educational quality, the basic trends of investment in educational quality, and the role that educational quality plays in the economic production process. The seminar will focus on inputs that can contribute to the improvement of quality and will be based largely on a World Bank policy paper on the subject.

The seminar is intended for senior policymakers from ministries of education, finance, and planning.

HR

Asian Women's Management Training Outreach Program (WMTOP/Asia) Regional Project Design Workshop—by invitation only

Kuala Lumpur, Malaysia
November 1991 (2 weeks)

EDI will issue invitations to trainers from nongovernmental organizations (NGOs) and women managers from Indonesia, Malaysia, the Philippines, and Thailand.

The purpose of the workshop will be to bring together a group of trainers from national training institutes and nongovernmental organizations and the World Bank to discuss the obstacles women managers of local organizations face and, based on the women's own assessment of their management training and development needs, to design a project that will include the development of training materials, curricula, methodology, and an approach that will meet these needs in a participatory, interactive, and appropriate way.

The workshop is designed for country teams of NGO managers and trainers.

CD

Senior Policy Seminar on the Management of the Public Service—by invitation only

South Pacific
November 1991 (1 week)
Institute of Social and Administrative Studies (ISAS)* of the University of the South Pacific

EDI and ISAS will issue invitations to selected South Pacific countries.

The seminar will examine possible options for improving management structures within the public service to make it more responsive to the complex and rapidly changing demands created by development needs in the subregion. Among the areas examined will be public financial management, the knowledge basis for economic decisionmaking, and the applicability of recent management innovations in the public services of certain industrialized countries.

This seminar is intended for senior executive officers of permanent secretary rank from a variety of government ministries.

CD

Seminar on Forestry Management for Sustainable Development in Asia—by invitation only

invitation only

Location to be announced
November/December 1991 (2 weeks)
Partner institution to be announced

EDI will issue the announcement inviting participants from Asian countries.

The seminar will examine ways to (a) achieve sustainability of indigenous forests to reduce the rate of deforestation, preserve genetic resources, and maintain a flow of raw timber products; and (b) permit the production, outside forests, of products that are essential to the population and to the economy (for example, food, fuel, fodder, and timber). The seminar will target two categories of countries: those having extensive forest resources and significant exports, and those having substantial populations heavily dependent on forest products.

The seminar is designed for policy formulators and resource users drawn from the government, nongovernmental organizations, and private sector organizations. From the government, people of the rank of director would be invited from the planning, finance, agriculture, forestry, and environmental ministries.

AR

(PA) Seminar on Designing and Managing Sustainable Health, Education, and Nutrition Programs in India—by invitation only

Location to be announced
November or December 1991 (3-4 days)
Partner institution to be announced

Participants will be selected by the Department of Personnel and Training, Government of India.

The purpose of the seminar is to assess factors that affect the sustainability of health, education, and nutrition programs and projects in India. Following a review of national and regional experience with the sustainability of social sector projects, the seminar will discuss case studies on Indian health, education, and nutrition programs that have been operating for several years to assess the factors affecting their sustainability in terms of continued delivery of services to the intended target populations. Participants will develop guidelines on how to improve the selection, design, and implementation of social sector projects to improve their sustainability.

The seminar is intended for project planners and managers from government agencies and nongovernmental organiza-

tions working in the health, education, and nutrition sectors.

HR

Senior Policy Seminar on Developments in Financial Policies in Asia and Latin America—by invitation only

Location to be announced (Malaysia or Thailand)
December 1991 (4 days)

EDI will send invitations to participants from selected countries in Asia and Latin America, including Chile, Malaysia, Mexico, and Thailand.

This seminar will analyze developments in financial policies and legislation in selected Asian and Latin American countries at similar stages of financial development. The objective of the seminar is to evaluate the costs and benefits of these changes. It will focus on banking legislation and policies, paying particular attention to how the countries have approached prudential regulation and problems arising from deregulation and liberalization. The issue of the degree of openness of the capital account and its impact on financial development, financial structure, and policies will receive particular emphasis. The core of the seminar will be a comparative approach of financial policies followed in Malaysia, Thailand, Indonesia, Chile, and Mexico.

The seminar is intended for officials from central banks, ministries of finance, and financial regulatory bodies.

FI

(PA) National Economic Management Seminar

Lahore, Pakistan
1st quarter 1992 (21 weeks)
Pakistan Administrative Staff College (PASCOL)*

PASCOL will invite nominations from the Government of Pakistan. The announcement will be confined to Pakistan.

EDI will help the Pakistan Administrative Staff College organize a module on aspects of national economic policy issues particularly relevant to Pakistan. The module will form part of a six-month national economic management course that the college offers regularly for senior government officials.

Participants will be mostly senior civil servants from Pakistan.

EM

(T) **Workshop for China Training Centers on Health Management** (bilingual—English, Chinese)—*by invitation only*

China
1st half 1992 (1 week)

This workshop will be organized in collaboration with the Ministry of Public Health (MOPH) and will be hosted by one of the training centers on health management in China. MOPH will issue invitations to entities in China only.

The purpose of the workshop is to help the network of Chinese training centers on health management strengthen their staff skills to plan and execute seminars for senior and technical operational staff involved in analyzing and formulating health policies and programs at the provincial and local level. The workshop will take the opportunity to revise and approve the action plan for the network based on the results of its first year of operation.

The workshop is designed for teams of trainers from those institutions in China responsible for training in health management and economics. Because of the importance of focusing training on the most important needs of the operational agencies, selected participants will also be invited as observers to a Senior Policy Seminar on Health Issues and Options to be held the week preceding the workshop. For the same reason, selected senior policymakers will be invited to stay after the senior policy seminar to act as resource persons for the workshop.

HR

Senior Policy Seminar on the Economic Analysis of Issues and Options in Health Financing in China (bilingual—English, Chinese)—*by invitation only*

China
1st half 1992 (1 week)

This senior policy seminar will be organized in collaboration with the Ministry of Public Health (MOPH) and will be hosted by one of the training centers on health management in China. MOPH will issue invitations to entities in China only.

The purpose of the seminar is to increase the participants' awareness of the various dimensions of the health transition taking place in China, and to increase their skills in using economic concepts to analyze and formulate short- and long-term policies concerning the financing of the health sector. This seminar is similar to the one organized in 1990 for officials from other provinces.

The seminar is designed for teams of senior level officials from provincial agencies involved in health policy analysis and

formulation. Selected staff from Chinese training centers on health management will also be invited to attend as observers.

HR

(PA) **Regional Seminar on National Economic Management**

Hyderabad, India
January-February 1992 (4 weeks)
Administrative Staff College of India (ASCI)*

ASCI will issue the announcement and invite applications from the countries of south Asia.

The seminar is intended to familiarize the participants with macroeconomic policy analysis and the process of policymaking under political, social, and administrative constraints. It will review different approaches to macroeconomic and sectoral development policies, including structural adjustment programs, and will examine international and regional considerations in policymaking. The seminar will stress policies relating to domestic and foreign resource mobilization.

Participants will be invited from ministries, government departments, central banks, and other agencies concerned with economic policymaking and planning.

EM

Senior Policy Seminar on Agriculture Sector Policy Issues—*by invitation only*

Viet Nam
March 1992 (1 week)
National Economics University (NEU), Hanoi*

NEU and EDI will issue invitations to senior policymakers and trainers with responsibilities for the agriculture sector in Viet Nam.

This seminar is to familiarize participants with the linkages between macroeconomic adjustment and the public policies pursued in the agriculture sector. Through the sharing of experience from other countries in the process of economic adjustment, participants will explore the implications of alternative policy approaches for agriculture.

Participants will be invited from the Ministry of Agriculture and sectoral agencies. Key persons with agriculture sector responsibilities in the Office of the Council of Ministers, the State Planning Committee, and the State Bank of Viet Nam will also be invited, as will trainers from the NEU.

AR

(7) **Transport Policy Seminar** (bilingual—English, Chinese)—*by invitation only*

Beijing, China
March-April 1992 (6 weeks)
Transport Management Training Center (TMTC)*

The TMTC will issue the invitations, which will be restricted to China.

The seminar will focus on transport planning techniques and on intermodal transport operations. Its aim is to provide a comprehensive view of the transport sector, to help improve efficiency and the distribution of traffic among modes, and to guide selection of new investments. The seminar will also deal with operations and maintenance policies for existing transport facilities, transport economics and planning, and intermodal operations. The seminar will be organized in collaboration with the System Reform Commission through the TMTC.

Participants will be policymakers and senior policy advisors in ministries and organizations responsible for the major transport modes.

NU

Seminar on Agriculture Sector Policy and Regional Development in the Huang-Huai-Hai Region of China (bilingual—Chinese, English)—*by invitation only*

Beijing, China
May 3-23, 1992 (3 weeks)
Ministry of Agriculture, China *

Invitations will be issued by the Ministry of Agriculture and will be restricted to participants from China.

The main objectives of the seminar are to help participants analyze agriculture sector performance in relation to development planning for the region. The seminar seeks to improve participants' ability to manage and monitor public resources and programs with a view to promoting development in the region. Case studies from China and elsewhere will be presented. Part of the seminar will be a short local study tour.

The seminar is designed for senior government officials from the provincial administrations and relevant central ministries concerned with the Huang-Huai-Hai region of China.

AR

(7) **Developing Training Designs From Training Needs Assessments in China**

(bilingual—English, Chinese)

Location to be announced
May 1992 (4 weeks)
China International Center for Economic and Technical Exchanges (CICETE),* Central Institute of Finance and Banking (CIFAB)*

CICETE/CIFAB and EDI will issue invitations to selected institutions in China.

The workshop will continue efforts begun in 1989-90 to assess training needs and design training programs to address these needs. It will capitalize on field work to consolidate participants' assessment and design skills.

The participants will be senior Chinese trainers who have already undertaken the initial preparatory studies.

ST

(7) **Developing Cases and Skills in Case Writing in China** (bilingual—English, Chinese)—

by invitation only

Location to be announced
May 1992 (1 week) and September 1992 (1 week)
China International Centre for Economic and Technical Exchanges (CICETE),* Department of Education/Ministry of Finance (DOE/MOF)

CICETE, DOE/MOF, and EDI will issue invitations to selected training institutions.

This workshop will (a) develop further the skills in case writing already formed on three previous occasions, (b) impart case writing skills to more people, and (c) add to the stock of cases.

The participants will be faculty drawn from universities and institutes whose teaching subjects lend themselves to effective treatment through case studies.

ST

Seminar on the Management of Private Sector Development—*by invitation only*

South Pacific
May 1992 (2 weeks)
Institute of Social and Administrative Studies of the University of the South Pacific (ISAS)*

EDI and ISAS will issue invitations to selected South Pacific countries.

Following a senior policy seminar held on this topic the previous year, this seminar will follow up on the implementation issues surrounding the putting in place of an effective strategy to encourage private sector investment and entrepreneurial endeavor. Among the areas covered will be the importance of an appropriate regulatory and legal framework, incentives for investment, and the possibilities of shifting the burden of some economic activities from the state to the private sector. Although it addresses the somewhat unique circumstances of small, island economies, the seminar is expected to identify issues and solutions of a wider applicability.

The seminar is aimed at senior government officials responsible for implementing policy decisions in the economic and financial areas.

CD

(7) Asian Women's Management Training Outreach Program (WMTOP/Asia) Regional Training of Trainers Workshop—by invitation only

Djakarta, Indonesia
May 1992 (2 weeks)

EDI will issue invitations to trainers from nongovernmental organizations (NGOs) and women managers from Indonesia, Malaysia, the Philippines, and Thailand.

The purpose of the seminar is to train trainers of local nongovernmental organizations to use the participatory, interactive, WMTOP management training materials and methodology designed to meet the needs of women managing local organizations in the informal sector appropriately. Trainers will be taught to use (a) a workshop approach to assess the management training needs of local organizations; (b) training materials that draw on participants' own experience and include drawings, slides, films, games, role playing, and popular theatre rather than more formal written materials; and (c) a flexible, interactive training approach to build women managers' skills in microproject management, finance and credit, marketing, and leadership. This approach encourages participants to solve difficult management problems in creative ways, appropriate to their particular circumstances, in their local languages, and with due regard to the short amount of time they have available for training in their already busy lives.

The workshop is designed for country teams of NGO trainers.

CD

Senior Policy Seminar on Higher Education in China: Management and Finance

(bilingual—Chinese, English)—by invitation only

Beijing, China
May 1992 (5 days)
Beijing Normal University

EDI will send invitations to a selected group of senior Chinese decisionmakers.

The general objective of the seminar is to address issues related to the management of higher education and the allocation of financial resources to the sector. The meeting will also discuss the strains on national education budgets presented by declining economic growth coupled with population growth, and the major implications of these trends for the higher education sector. The seminar will aim at sensitizing country officials to financial hypothesis testing and the fiscal implications of different policy decisions.

The seminar is designed for senior higher education officials from the State Education Commission and ministries of finance and planning, as well for a selected number of university chancellors from various provinces.

HR

(7) Course for Trainers on Government Finance and Budget Management—

(bilingual—English, Chinese)—by invitation only

Beijing, China
May/June 1992 (4 weeks)
Central Institute of Finance and Banking, Central Institute of Financial Management Administrators (CIFMA)

The announcement will be confined to China. The Ministry of Finance will issue invitations to Chinese trainers in public finance to participate.

The course is the third in a series on government finance and budget management held in China, but is the first devoted entirely to trainers. Its main objective is to familiarize the participants with various government finance issues, including the role of public finance in development, taxation policies, budget management, intergovernmental fiscal relationships, and tax administration. It will focus on local finance issues. It is hoped that the content of the course will serve as a module for a regular course held by CIFMA for officials from provinces and municipalities.

The course is intended mainly for trainers from six universities of finance and economics and two training institutes of finance cadres under the auspices of the Ministry of Finance.

EM

Policy Seminar on Water Resources Development and the Environment

(bilingual—Chinese, English)—*by invitation only*

Beijing, China

June 1992 (1 week)

National Environmental Protection Agency (NEPA)*

NEPA will issue invitations to specialized agencies in the water resources sector and the environment, which will be restricted to China.

This seminar will seek to raise participants' awareness of and analytical insights into the long-run economic and environmental implications of policies and management techniques in the development and use of water and land resources. The seminar will focus on identifying potential environmental effects that might result from projects to develop water resources. Measures to preserve water resources and related land resources will be discussed at the seminar.

The seminar is designed for senior policy analysts, planners, and managers in ministries and agencies concerned with water and the environment.

NU

Senior Policy Seminar on Issues of Public Enterprise Management—*by invitation only*

South Pacific

June 1992 (1 week)

Institute of Social and Administrative Studies (ISAS)* of the University of the South Pacific

EDI and ISAS will issue invitations to selected South Pacific countries.

The main purpose of this seminar is to examine the generic issues involved in public enterprise management in the South Pacific, with particular emphasis on the implications of public ownership for managerial autonomy and accountability. Considerable attention will be paid to the institutional framework in which the working relationship between governments and public enterprises is determined, and the alternative policy options for improving the operational efficiency of companies. These options will include not only divestiture, but also ways to modify the relationship with government to permit greater managerial independence in working level decisions while simultaneously assuring a greater degree of commercial rather than political accountability.

Participants will be drawn from among chief executives of public enterprises and the senior government officials with whom they deal.

CD

Seminar on Urban Transport Policies—

by invitation only

Location to be announced

2nd quarter 1992 (1 week)

EDI will issue invitations to selected countries in Asia.

The seminar will focus on selected key issues in urban transport policies: strategic planning and management, financing methods, environment, and mobility of the urban poor.

Participants will be policymakers and senior policy advisers from ministries and agencies involved in formulating and implementing urban transport policies and policy reform programs.

NU

Policy Seminar on Financing Local Governments in Southeast Asia (bilingual—

English, French)—*by invitation only*

Viet Nam

2nd quarter 1992 (5 days)

Partner institution to be announced

EDI will issue invitations to government officials from Viet Nam and Laos. Neighboring countries such as Thailand will also be invited to present their experiences with financing their infrastructure.

The seminar will provide a forum for southeast Asian decisionmakers. It will seek practical solutions for the ongoing decentralization process in a context of rapid economic and institutional changes. Resource persons setting the framework for a comprehensive debate and Western decisionmakers who have already addressed concrete problems related to institutional, fiscal, and financial decentralization will be present.

The seminar is intended for decisionmakers from the ministries of finance and the interior, from local authorities, and from banking institutions.

NU

Séminaire de politique sur le financement des autorités locales de l'Asie du sud-est (bilingue—anglais, français)—*sur*

invitation

Vietnam

2^{ème} trimestre 1992 (5 jours)

Institution partenaire à annoncer

L'IDE adressera des invitations aux autorités du Vietnam et du Laos. Des représentants de pays voisins, tels la Thaïlande, seront également invités à présenter les expériences acquises dans le financement de leurs infrastructures.

Le séminaire constituera un forum pour les décideurs politiques des pays de l'Asie du sud-est. Il cherchera à trouver des solutions pratiques aux obstacles possibles du processus de décentralisation en cours dans un contexte de changements économiques et institutionnelles rapides. Seront également présents les personnes de ressource ayant participé à la conception d'un cadre de débats approfondis et les décideurs politiques des pays occidentaux ayant déjà eu à résoudre des problèmes concrets d'ordre institutionnel, fiscal et financier liés à la décentralisation.

Le séminaire est destiné aux décideurs politiques des ministères des finances et de l'intérieur, à ceux des autorités locales et des institutions bancaires.

NU

Country Workshop on the Role of NGOs in Development—*by invitation only*

Location to be announced (in Asia)

Dates to be announced (1 week)

Partner institute to be announced

The partner institute will issue invitations to selected ministries, nongovernmental organizations (NGOs), and international agencies.

EDI and the partner institute will organize the workshop, at which participants will address operational and policy issues in government and NGO collaboration. A sector will be selected for study of the links between NGO and government objectives

and programs. At the end of the seminar, participants will develop guidelines for more effective collaborative and complementary roles. Topics covered will include issues at the program/project level (roles of governments and NGOs in identifying, designing, implementing, and evaluating) and at the national level (planning and policy development).

The participants will be managers of government programs, staff of NGOs, and international agency staff. While EDI will select a country and sector, inquiries are welcome.

CD

Market Economics Course for Viet Nam—*by invitation only*

Hanoi, Viet Nam

Dates to be announced (5 weeks)

Partner institution to be announced

EDI will issue invitations to selected officials.

The course has two objectives: (a) to introduce participants to the basic concepts of economics, such as exchange, demand and supply equilibria, competition, investment, capital, and trade; and (b) to emphasize microeconomic concepts that are a necessary foundation to deal effectively with policy issues.

The activity is aimed at policy makers from ministries responsible for agriculture, industry, finance, trade, infrastructure, and energy, and agencies such as the State Planning Commission, in particular those dealing with prices, tariffs, and sector organization. A group of senior enterprise managers may also be invited.

CD

Activities for Europe, the Middle East, and North Africa

Activités pour l'Europe, le Moyen-Orient et l'Afrique du Nord

Actividades para participantes de Europa, Oriente Medio y Norte de Africa

Industrial Case Writing Workshop, Phase II

Rabat, Morocco

August 5-10, 1991

Association of National Development Finance Institutions in Member Countries of the Islamic Development Bank (ADFIMI)*, Islamic Research and Training Institute (IRTI), Islamic Development Bank (IDB), Training Center of Caisse Nationale de Credit Agricole (CNCA)

ADFIMI will issue invitations to its member institutions.

The purpose of this workshop is to develop cases on industrial development in Arabic and to build a capacity for case development in Arabic financial institutions for use in their training units and in project related training in Arab countries in general. The workshop consists of two phases. The first phase, which took place in February 1991, brought together case writers to review case writing techniques and to prepare an outline. The second stage is held six months later to review draft cases that have been prepared during the intervening months and to discuss possibilities for improving drafts with the other participating case writers.

The workshop is intended for professionals in financial institutions who are involved in training and teaching and are interested in preparing case studies for their own use and for use by other training units.

FI

Seminar on the Design and Management of Agricultural Sector Adjustment Programs: Selected Issues and Regional Experience (bilingual—English, Arabic)—by invitation only

invitation only

Location to be announced

September 1991 (2 weeks)

Arab Organization for Agricultural Development (AOAD)*

The AOAD and EDI will jointly issue the announcement inviting applications from Arab countries.

The seminar is intended to examine the relationship among and translate into operational measures the management of principal macroeconomic and sectoral issues that have been identified as central in the Arab countries' endeavors to cope with the demands of the changing external economic/agricultural environment and their drive for structural transformation at the national and regional levels. Much of the discussion will focus on on case studies.

The seminar is designed for senior program directors and policy advisors in agencies in charge of designing and implementing agricultural sector adjustment programs in the Arab countries. This would include, but not necessarily be limited to, staff in ministries of agriculture, livestock, water resources, finance, food supply, and external trade.

AR

Seminar on Industrial Restructuring in Socialist Countries

Location to be announced (Eastern or Central Europe)

September 1991 (1 week)

International Center for Public Enterprise (ICPE)

EDI will send invitations to officials from selected countries in Eastern and Central Europe.

The seminar is a follow-up of a workshop for socialist economies held in Yugoslavia in September 1989 that examined needs, approaches, and problems of industrial restructuring in socialist countries. The main objective of this seminar is to

examine the effects of structural reforms and the institutional framework on manufacturing enterprises in the public and growing private sectors in East European countries. The seminar will review selected cases of restructuring at the enterprise and subsector levels from participating countries and investigate further opportunities for strengthening the business and competitive environment. The seminar will draw upon the experiences of selected Association of South East Asian Nations countries in this regard. Group work will be emphasized in the seminar, where the participants will have the opportunity of preparing group reports jointly with their counterparts from selected rapidly industrializing Asian countries interested in establishing closer industrial links with Eastern Europe (Republic of Korea, Malaysia).

The seminar is designed for senior officials from government agencies affecting industrial policy and chief executive officers from exporting manufacturing firms.

FI

(F) Table ronde sur la formation à la gestion locale. Réflexion sur la suite à donner au premier programme triennal de formation au Maghreb

Alger, Algérie
September 1991 (3 jours)
Institut Supérieur de Gestion et de Planification (ISGP)

Les invitations seront adressées aux trois pays du Maghreb.

Les objectifs de cette table ronde sont de réunir les responsables des principales institutions de formation à la gestion urbaine dans les pays du Maghreb pour examiner avec eux les possibilités de renforcer le réseau d'échanges et de collaboration mis en place à l'occasion du premier programme triennal de formation dans les trois pays du Maghreb. Les moyens de faire vivre un tel réseau, la définition de ses objectifs, son programme d'action, le support des agences de coopération bilatérale et multilatérale, etc, seront discutés à cette occasion. Cette table ronde devrait permettre de définir les contours d'un programme à long terme financé par le Programme des Nations Unies pour le Développement avec l'Institut de Développement Economique de la Banque Mondiale, le Centre des Nations-Unies pour les Etablissements Humains, l'USAID et des institutions partenaires du Maroc, d'Algérie et de Tunisie. Ce programme serait tout entier centré sur le développement des collectivités locales.

La table ronde est destinée aux responsables des institutions de formation spécialisées dans la formation continue des

cadres des collectivités décentralisées ou aux cadres responsables dans les administrations de tutelle de la définition des politiques et des moyens de cette formation.

NU

(T) Training Policy Design Seminar for Middle East Arab Countries

Amman, Jordan
September 1991 (4 days)

EDI will issue invitations to Middle East Arab countries.

The purpose of the seminar is to define ways and means to strengthen urban management training capabilities in the Middle East Arab countries, notably in the areas of training design and in-service training. The expected outcome of the workshop is an action plan for regional training activities to be funded by EDI, UNCHS (Habitat), and UNDP to support ongoing national efforts and to satisfy training requirements.

Heads of training institutions dealing with urban management in the region, training decisionmakers, and local officials interested in in-service training for local civil servants will be invited.

NU

Policy Seminar on Financing Local Governments in Eastern Europe (trilingual—English, French, German)—*by invitation only*

Location to be announced
3rd quarter 1991 (5 days)

EDI will issue invitations to Bulgaria, Czechoslovakia, Hungary, Poland, Romania, and possibly Yugoslavia.

The seminar will be aimed at providing a forum for East Europe decisionmakers and their Western counterparts. It will seek practical solutions for the ongoing decentralization process in a context of rapid economic and institutional changes. Resource persons setting the framework for a comprehensive debate and Western decisionmakers who have already addressed concrete problems related to institutional, fiscal, and financial decentralization will be present.

The seminar is intended for decisionmakers from ministries of finance and the interior, from local authorities, and from banking institutions.

NU

Séminaire sur le financement des collectivités locales en Europe de l'est

(trilingue—anglais, français, allemand)—*sur invitation*

Lieu à déterminer

3ème trimestre 1991 (5 jours)

EDI enverra des invitations en Bulgarie, Hongrie, Pologne, Roumanie Tchécoslovaquie, et Yougoslavie.

Le séminaire est destiné à fournir aux décideurs d'Europe de l'Est et à leur interlocuteurs de l'Ouest un forum de discussion. Son objectif sera de discuter des solutions concrètes pour les réformes de décentralisation en cours en Europe de l'Est dans un contexte de réformes économiques et institutionnelles. Seront présents: des spécialistes qui donneront le cadre théorique pour une analyse synthétique, et des responsables d'Europe de l'Ouest qui ont eu à traiter de problèmes concrets relatifs à la décentralisation administrative, financière et fiscale.

Ce séminaire est destiné aux responsables des ministères des finances, de l'intérieur, des collectivités locales et des institutions bancaires.

NU

Policy Seminar on Environmental Management of River Basins—*by invitation only*

Berlin, Germany

December 1991 (1 week)

EDI will issue invitations to selected countries in Europe.

The seminar's objective is to provide Eastern European environmental agencies with expertise in water quality management in river basins. A number of approaches to water and land resources management in a river basin will be analyzed, focusing on the merits and limitations of government regulations and economic incentives as applied in various parts of the world. The seminar will seek to raise the awareness and analytical insights of policy analysts and river basin managers to the long-run economic and environmental implications of policies and management techniques in the development and use of water and land resources.

The seminar is intended for policy analysts in the water resources sector and for river basin managers.

NU

Séminaire de haut niveau sur la politique fiscale de l'ajustement—*sur invitation*

Tunis, Tunisie

Décembre 1991 (4 jours)

Institut de Financement du Développement dans les Pays du Maghreb

L'IDE invitera les ministres des finances et de la planification et les présidents des banques centrales ainsi que leurs conseillers principaux.

Le séminaire s'adressera aux autorités principales et aux hauts fonctionnaires du Maghreb: Algérie, Maroc, et Tunisie. Il mettra un accent particulier sur la place de la politique fiscale dans le cadre du processus de l'ajustement et sur l'expérience des pays à diriger leurs réformes fiscales. Il traitera de la composition des dépenses publiques et des expériences des pays sur la collecte des revenus. Le séminaire insistera sur la détermination et le volume des investissements, ainsi que sur le rôle des investissements publics à stimuler la croissance de la politique fiscale.

Le séminaire s'adresse aux décideurs engagés dans la planification de la politique fiscale et à leurs conseillers principaux.

EM

Seminar on the Cost and Effectiveness of the Teaching Profession (bilingual—Arabic, English)—*by invitation only*

Rabat, Morocco

January 1992 (1 week)

University Mohammed V

EDI will issue invitations to selected countries in Northern Africa and the Middle East.

The seminar is intended to provide a neutral and open forum to discuss a wide range of initiatives and reforms in teacher's remuneration and training policies that affect cost, effectiveness, and efficiency. The seminar will explore the possibilities and political feasibility of introducing policy reforms related to the cost-effectiveness of alternative teacher remuneration and training policies and the impact of these various policies on educational budgets.

The seminar is aimed at senior officials from the ministries of finance, planning, and education, as well as experts and teacher's union representatives.

HR

Senior Policy Seminar on the Experience with Stabilization and Adjustment in Eastern Europe—*by invitation only*

Budapest, Hungary

February/March 1992 (4 days)

EDI will invite senior public officials from ministries of finance and planning and central banks of Central and Eastern European countries.

The seminar will be directed toward senior policymakers and officials from a number of Eastern European countries, including Bulgaria, Czechoslovakia, Hungary, Poland, Romania, and the Soviet Union. It will provide an opportunity to assess the experience with economic and social adjustment in these economies and to isolate the main constraints to a more efficient reform process. The main focus will be on the macroeconomic policy area, with particular regard to fiscal and monetary policy instruments. A number of detailed country studies will be presented.

The seminar is intended for ministers, presidents of central banks, and high-level advisors in the central economic agencies of Central and Eastern European countries.

EM

Seminar on Environmental Policy, Resource Management, and Development in the Arab States (bilingual—English, Arabic)—

by invitation only

Location to be determined
March 1992 (2 weeks)

Arab Organization for Agricultural Development (AOAD)*

The AOAD and EDI will jointly issue the announcement inviting applications from Arab countries.

The seminar is intended to examine the relationship among and translate into operational measures the management of principal issues that have been identified in Arab countries' developmental and environmental management policies. Presentations will emphasize the interdisciplinary and institutional considerations that are especially important in designing and implementing viable resource management and environmental enhancement policies in rural areas. While the focus will be on program design, implementation, and monitoring, the seminar will also address organizational, budgetary, staffing, and training issues.

The seminar is designed for senior program directors and policy advisors of agencies that are assigned primary responsibility for formulating and implementing resource management policies in rural areas. Consideration will also be given to selective participation by nongovernmental organizations.

AR

Seminar on Infrastructure Projects Analysis

Location to be announced
March 1992 (4 weeks)

EDI and a partner institution in the region will issue the announcement to East European countries.

The purpose of the seminar is to strengthen Eastern European countries' capacities for conducting project analysis in the infrastructure sector, including transport, water supply, and urban development projects.

The seminar is intended for government officials responsible for conducting project analysis, particularly for projects to be submitted to international lending agencies.

NU

Course on the Economics of the Market—by invitation only

Prague, Czechoslovakia
May/June 1992 (6 weeks)
Centre for Economic Research and Graduate Education,
Charles University, Czechoslovakia

EDI will issue invitations to the countries of Central and Eastern Europe.

The course will provide intensive exposure to principles and techniques of economic analysis. It will emphasize macroeconomic policy issues and their place in overall adjustment programs.

The course will aim to attract officials from core institutions in the area of macroeconomic management as well as academics.

EM

Workshop on Financial Sector Analysis and Policies

Prague, Czechoslovakia
June 1992 (2 weeks)
Karlova University, Charles University

EDI will invite participants from Czechoslovakia and Hungary.

This workshop will address the main analytical and policy issues of the financial sector, with particular emphasis on financial reform and the relationship between the financial and the real sectors. The objective of the workshop is to present analytical issues of the financial sector to government officials and trainers centered on the process of transition. Initially, the workshop will emphasize the analytical issues involved in bank and enterprise restructuring, prudential regulation, com-

parative analysis of financial policies, and financial opening and access to world capital markets. This workshop will be an outgrowth of the work on the preparation of training material on financial systems and policies.

This workshop is intended for government officials and university professors of economics.

FI

(PA) **Course on Macroeconomic Management**

(bilingual—Arabic, English)—*by invitation only*

Abu Dhabi

1992 (6 weeks)

Economic Policy Institute of the Arab Monetary Fund,*
International Monetary Fund Institute

The Economic Policy Institute of the Arab Monetary Fund will issue invitations to selected Arab countries.

This is a continuing commitment. The course's principal objectives are to provide participants with intensive instruction in the tools and applications of macroeconomic analysis, with particular emphasis on the design of stabilization and adjustment programs.

The seminar is intended for mid-level officials from ministries of finance and planning and from central banks.

EM

Course on Enterprise Decisionmaking in the Reforming Ex-Socialist Economies—

by invitation only

Eastern Europe

Dates to be announced (2 weeks)

EDI will issue invitations to senior enterprise managers, potential trainers, and government officials dealing with enterprises.

The course will reinforce enterprise managers' ability to make decisions based on the profit objective, familiarizing them with the basic concepts of managerial economics and accounting, finance, and marketing to allow them to make systematic decisions in a transforming market-oriented economy.

The activity aims to prepare enterprise managers to cope with a market economy and to train trainers for future activities.

CD

Seminar on Public Financial Management in Socialist Economies in Transition—*by invitation only*

Prague, Czechoslovakia

Dates to be announced (2 weeks)

Partner institution to be announced

EDI will issue invitations to country teams from selected countries of Central and Eastern Europe.

Socialist or command economies in transition to a mixed or free market policy framework face particularly difficult problems in the area of public financial management. Topics the seminar will address include changes in the revenue structure following sharp falls in income from the "surpluses" of state-owned enterprises; the role of price and factor market subsidies in government expenditures; and the financing of a "social safety net" for those seriously affected by the process of transition. Although macroeconomic questions will, of necessity, be addressed, the main focus of the seminar will be on the managerial and institutional reforms required in the whole process of planning and implementing public expenditure programs against the backdrop of the rapid changes taking place in the economies of these countries.

The seminar is intended for senior government officials in finance, planning, and line ministries involved in the expenditure allocation and management process.

CD

Activities for Latin America and the Caribbean

Activités pour l'Amérique latine et les Caraïbes

Actividades para participantes de América Latina y el Caribe

Curso sobre la gestión de las políticas macroeconómicas

Alajuela, Costa Rica
Julio/Agosto 1991 (4 semanas)
Instituto Centroamericano de Administración de Empresas*

Las invitaciones serán enviadas por INCAE a países seleccionados de Centroamérica, República Dominicana, Ecuador, Bolivia y Paraguay.

El objetivo de este curso, que se lleva a cabo una vez por año, es desarrollar y reforzar la capacidad analítica de funcionarios gubernamentales de niveles alto y medio que participan directamente en la ejecución y seguimiento de las políticas macroeconómicas. El curso está diseñado para satisfacer las necesidades de capacitación de la región y para actualizar el nivel analítico de aquellos funcionarios que influyen en la toma de decisiones de política macroeconómica.

Se invitará a representantes de los ministerios de finanzas, economía, planificación y de los bancos centrales. Se exige que los participantes tengan conocimiento sólido de macroeconomía y que estén trabajando, por lo menos, en una de las áreas que se analizarán durante el curso.

EM

Seminar on Macroeconomic Policy, Selected Issues

Barbados
September/October 1991 (2 weeks)
Caribbean Development Bank (CDB)*

CDB will issue the announcement inviting applications to English-speaking countries of the Caribbean region.

The seminar's major objective is to familiarize participants with selected, current macroeconomic policy issues facing the region. CDB will identify the main theme in due course.

The seminar is intended for senior and mid-level officials from

Caribbean governments, central and development banks, and regional organizations, as well as representatives of key industries in the private sector.

EM

Senior Policy Seminar on Fiscal Reform, Stabilization, and Growth in Latin America (trilingual—English, Spanish, Portuguese)

Montevideo, Uruguay, or Brasilia, Brazil
October 1991 (4 days)
Partner institution to be announced

EDI will invite senior public officials and policymakers from Latin American countries involved with public finance and fiscal policies—especially with taxation planning, implementation, and administration—and public sector financing.

The main objective of this seminar is to give the participants an opportunity to discuss the current fiscal situation in Latin America and the role of their countries' tax structure. The idea is also to bring to the debate some successful experiences in tax reform. Participants will analyze alternative tax structures and tax administration systems and examine cases studies both from the region and outside. A third objective is to expose the participants to a wider range of experiences and possibilities to do with taxation, stabilization, and growth.

The seminar is intended for finance ministers, high-level tax officials, and their principal advisors.

EM

Seminário de alto nível de programas sobre reforma fiscal estabilização, e crescimento na América Latina (trilingual—inglês, espanhol, e português)

Montevideu, Uruguay, ou Brasilia, Brasil
Outubro de 1991 (4 dias)
Instituição participante a ser anunciada

IDE convidará funcionários públicos de alto nível formuladores de políticas fiscal e financeira dos países latino americanos—especialmente aqueles envolvidos com o planejamento, implementação e administração de impostos.

O principal objectivo deste seminário é dar aos participantes oportunidades para discutir a situação fiscal atual da América Latina e o desempenho da estrutura tributária em seus respectivos países. O seminário tem também como objetivo o debate de algumas experiências bem sucedidas no campo de reformas tributárias. Os participantes analisarão as estruturas tributárias alternativas e distintos sistemas de administração tributária. Serão analisados estudos de casos tanto da própria região, como fora dela. Outro objetivo do seminário é a exposição dos participantes a um vasto campo de experiências e possibilidades nas áreas de tributação, estabilização, e crescimento.

Serão convidados ministros da fazenda, altos oficiais da área de tributação e seus principais assessores.

EM

Seminario de alto nivel sobre la reforma fiscal, estabilización y crecimiento económico en América Latina (trilingüe—inglés, Español y portugués)

Montevideo, Uruguay o Brasilia, Brasil
Octubre 1991 (4 días)
Institución asociada a determinarse

El IDE invitará a funcionarios oficiales de alto nivel y con poder de toma de decisiones de los países de América Latina relacionados con el sector de finanzas públicas y políticas fiscales (especialmente con la planificación de impuestos, su implementación y administración) y el financiamiento del sector público.

El objetivo principal de este seminario es establecer una discusión sobre la situación fiscal actual en América Latina y el rol que desempeña el sistema tributario de estos países. También se discutirán algunas experiencias exitosas de reforma tributaria. Los participantes analizarán estructuras y sistemas de administración tributarias alternas y examinarán estudios de casos regionales y no regionales. Un tercer objetivo es el de exponer a los participantes a un ámbito más extenso de experiencias y posibilidades relacionadas con sistemas tributarios, estabilización y crecimiento económico.

Se invitará a ministros de hacienda y altos funcionarios tributarios así como a sus principales asesores.

EM

Senior Policy Seminar on Developments in Financial Policies in Asia and Latin America—by invitation only

Location to be announced (Malaysia or Thailand)
December 1991 (4 days)

EDI will send invitations to participants from selected countries in Asia and Latin America, including Chile, Malaysia, Mexico, and Thailand.

This seminar will analyze developments in financial policies and legislation in selected Asian and Latin American countries at similar stages of financial development. The objective of the seminar is to evaluate the costs and benefits of these changes. It will focus on banking legislation and policies, paying particular attention to how the countries have approached prudential regulation and problems arising from deregulation and liberalization. The issue of the degree of openness of the capital account and its impact on financial development, financial structure, and policies will receive particular emphasis. The core of the seminar will be a comparative approach of financial policies followed in Malaysia, Thailand, Indonesia, Chile, and Mexico.

The seminar is intended for officials from central banks, ministries of finance, and financial regulatory bodies.

FI

Seminario sobre mejoramiento en el logro de servicios económicos y sociales para la población de bajos recursos en América Latina—solamente por invitación

Lugar a ser anunciado
Febrero 1992 (1 semana)
Institución asociada a determinarse

IDE designará participantes de los países seleccionados de América Latina.

El seminario tiene por objetivo principal analizar y evaluar experiencias de América Latina y de otras regiones, recomendando métodos alternativos para lograr servicios económicos y sociales para la población de bajos recursos, particularmente durante períodos de ajuste económico. Los casos se presentarán y discutirán en base a experiencias exitosas en algunos de los países representados. Los participantes prepararán sus recomendaciones y asimismo, indicarán los pasos a seguir para lograr eficazmente dichas metas. Los participantes podrán hacer visitas de observación a uno o más proyectos exitosos.

El seminario será destinado a planificadores y administradores de proyectos en países seleccionados de América Latina.

HR

Economic Choices in the Delivery of Vocational and Technical Education in Latin America and the Caribbean (bilingual—Spanish, English)—*solamente por invitación*

Location to be announced
February 1992 (1 week)
Partner institution to be announced

EDI will issue invitations to senior officials of selected countries from the Latin America and Caribbean region.

The seminar aims to stimulate discussion of major issues affecting programs and projects of vocational and technical education. It will increase participants' understanding of the efficiency and external productivity of vocational education, costs and finance, planning and design issues, and other key topics. An important objective of the seminar is to promote an interchange of information among participants, and between Bank staff and participants, about factors influencing the effectiveness of vocational and technical education. Because of the traditions and practices developed in this field during the period of economic expansion in the region, adjustment to the new labor market realities has been difficult. It is therefore timely to question past assumptions and to figure out new solutions.

The seminar is intended for senior officials in a position to influence strategy, policies, and the provision of finance for vocational and technical education.

HR

Seminario de alto nivel sobre las opciones económicas en la provisión de la enseñanza técnica y la formación profesional en América Latina y el Caribe (bilingüe—español, inglés)—*solamente por invitación*

Lugar a ser anunciado
Febrero 1992 (1 semana)
Institución asociada a ser determinada.

El IDE extenderá invitaciones a funcionarios de alto nivel de países seleccionados en América Latina y el Caribe.

El seminario intentará de incitar una discusión sobre los

principales problemas que afectan los programas y proyectos de la enseñanza técnica y la formación profesional en la región. Los participantes examinarán cuestiones de eficacia, de productividad externa, de costos y financiamiento, de planificación y concepción y otros temas claves del sector. Uno de los objetivos importantes del seminario es fomentar un intercambio de información y experiencia entre los participantes y entre participantes y funcionarios del Banco Mundial. Debido a las tradiciones y prácticas desarrolladas en este sector durante períodos de expansión económica en la región, el ajuste a la oferta y demanda de la mano de obra ha sido difícil, por lo tanto, es oportuno interrogar las teorías formuladas en el pasado y determinar nuevas resoluciones.

El seminario está dirigido a funcionarios de alto nivel responsables de formular y adoptar decisiones sobre políticas educativas y financieras de la enseñanza técnica y la formación profesional.

HR

Seminario sobre el desarrollo institucional del sector de agua potable y saneamiento—*solamente por invitación*

San José, Costa Rica
Marzo 1992 (1 semana)

El IDE enviará invitaciones a un grupo de países de América Latina.

El objetivo del seminario es intercambiar ideas y experiencias sobre medidas apropiadas para estimular el desarrollo del sector de agua potable y saneamiento, y mejorar la eficiencia de este sector. El seminario examinará los aspectos económicos, financieros e institucionales de la planificación y gerencia de sistemas de agua potable y saneamiento, y el objetivo y los contenidos de programas de capacitación con el objeto de alcanzar un mejor desempeño de los servicios.

El seminario está dirigido a proyectistas y gerentes generales de empresas de agua potable y alcantarillado.

NU

Seminario de alto nivel sobre asignación de gastos para el desarrollo de recursos humanos y crecimiento económico en América Central

Alajuela, Costa Rica o Managua, Nicaragua
Abril 1992 (4 días)
Instituto Centroamericano de Administración de Empresas (INCAE)*

Las invitaciones serán enviadas por INCAE a funcionarios públicos de alto nivel en los países de América Central.

Los participantes analizarán la situación actual de recursos humanos en América Central y examinarán alternativas de inversión para el desarrollo de los mismos en estos países. El debate se concentrará en los criterios de gastos sociales para alcanzar de una manera mejor los objetivos nacionales tanto de estabilización y desarrollo como de promoción social.

El seminario está dirigido a ministros y sus asesores principales responsables por el desarrollo de recursos humanos (salud, educación, etc.), presupuesto, finanzas públicas y políticas económicas y financieras.

EM

Seminario de alto nivel sobre manejo de tierras forestales tropicales en América Latina—solamente por invitación

Lugar a ser anunciado
Fechas a determinarse (1 semana)

IDE invitará a personas seleccionadas de los países de la Cuenca del Amazonas.

El objetivo del seminario es fortalecer e intercambiar experiencias de los países de la Cuenca del Amazonas sobre políticas que afectan el manejo de tierras forestales tropicales, en lo relacionado con políticas sociales, económicas y políticamente sostenibles en la Cuenca del Amazonas. También se proveerá la oportunidad para revisar detenidamente los estudios internacionales que se lleven a cabo bajo los auspicios de varias agencias, lo que dará base para seminarios posteriores.

El seminario es para funcionarios e investigadores de alto nivel de instituciones del sector público e industrial responsables del manejo de los problemas agrícolas y rurales en el desarrollo de los programas de mantenimiento de bosques.

AR

(AP) Curso sobre gestión de ferrocarriles

Santiago, Chile
Fechas a determinarse (8 semanas)

El IDE y una institución asociada enviarán el anuncio del curso y solicitarán candidaturas a diferentes países en América Latina.

El objetivo principal de este curso es ayudar a las empresas ferroviarias de la región a capacitar a su personal en técnicas de gestión, incluyendo aspectos tales como planificación de la

empresa, previsiones de la demanda, tarificación, sistemas de información, desarrollo de recursos humanos. El curso se basará en un manual de gestión ferroviaria recientemente elaborado por el IDE.

El curso está dirigido a funcionarios técnicos de alto nivel y a mandos medios de empresas de ferrocarriles.

NU

Seminario regional sobre las organizaciones no gubernamentales y la descentralización

Lugar a ser anunciado
Fechas a determinarse (2 semanas)
Institución asociada a ser determinada

IDE invitará algunos gobiernos y organizaciones no gubernamentales de países latinoamericanos.

IDE y una institución asociada organizarán un seminario en el cual los participantes intercambiarán ideas y reflexionarán sobre sus experiencias en cuanto al desarrollo de un mejor entendimiento de las relaciones de colaboración y de complementación entre los gobiernos y las organizaciones no gubernamentales (ONGs) en la descentralización de la toma de decisiones en los sectores que se seleccionen. El enfoque del seminario recaerá en el papel del sector no-de-lucro en el desarrollo y conexión entre los objetivos y programas del gobierno y los de las ONGs. Materiales sobre antecedentes relacionados con el tema permitirán a los participantes examinar las ventajas comparativas del gobierno y de las ONGs en intervenciones para reducir la pobreza y crear procesos de toma de decisiones más efectivos y participativos. Los temas del seminario incluirán aspectos a nivel de proyecto/programa (papeles de las ONGs y de los gobiernos en la identificación, diseño, implementación, y evaluación de proyectos/programas) y a nivel nacional (papeles de las ONGs en incrementar la participación en el desarrollo de la planificación y de políticas). Al final del seminario, los participantes desarrollarán guías para poner en práctica papeles de colaboración y complementación más efectivos.

Los participantes serán seleccionados entre empleados de altas instancias del gobierno, personal de organizaciones no gubernamentales y personal de agencias internacionales involucrados en el sector de que se trate. Mientras IDE y su institución asociada buscarán nominaciones de los países pertinentes, también se aceptan solicitudes de cualquier persona o institución interesada.

CD

Seminario nacional sobre las organizaciones no gubernamentales y la descentralización—por invitación solamente

Lugar a ser anunciado

Fechas a determinarse (2 semanas)

Institución asociada a ser determinada

IDE invitará algunos ministerios y organizaciones no gubernamentales de un país latinoamericano a determinarse.

IDE y una institución asociada organizarán un seminario en el cual los participantes intercambiarán ideas y reflexionarán sobre sus experiencias en cuanto al desarrollo de un mejor entendimiento de las relaciones de colaboración y de complementación entre los gobiernos y las organizaciones no gubernamentales (ONGs) en la descentralización de la toma de decisiones en los sectores que se seleccionen. El enfoque del seminario recaerá en el papel del sector no-de-lucro en el desarrollo y la conexión entre los objetivos y programas del

gobierno y los de las ONGs. Materiales sobre antecedentes relacionados con el tema permitirán a los participantes examinar las ventajas comparativas del gobierno y de las ONGs en intervenciones para reducir la pobreza y crear procesos de toma de decisiones más efectivos y participativos. Los temas del seminario incluirán aspectos a nivel de proyecto/programa (papeles de las ONGs y de los gobiernos en la identificación, diseño, implementación, y evaluación de proyectos/programas) y a nivel nacional (papeles de las ONGs en incrementar la participación en el desarrollo de la planificación y de políticas). Al final del seminario, los participantes desarrollarán guías para poner en práctica papeles de colaboración y complementación más efectivos.

Los participantes serán seleccionados entre empleados de altas instancias del gobierno, personal de organizaciones no gubernamentales y personal de agencias internacionales involucrados en el sector de que se trate.

CD

Addresses

The addresses of partner institutions that are responsible for sending out invitations and course announcements for some of the activities listed in this program are given below. If you have any questions about the activities concerned, please write to the partner institutions and not to EDI.

Adresses

Les adresses des institutions coresponsables chargées d'envoyer les invitations et les avis relatifs à certains des cours annoncés dans le présent calendrier figurent ci-après. Pour toutes questions concernant ces activités, veuillez vous adresser directement à ces institutions et non à l'IDE.

Direcciones

A continuación se dan las direcciones de las instituciones asociadas encargadas de emitir invitaciones y anuncios de cursos para algunas de las actividades enumeradas en este programa. Si usted desea alguna información sobre tales actividades, le rogamos escribir a esas instituciones, y no al IDE.

Dr. Keith Worell
Director
Economics and Programming Department
Caribbean Development Bank
Barbados

Director
Arab Monetary Fund
P.O.Box 2818
Abu Dhabi

Center for Integrated Rural Development in Asia and the
Pacific

Chameli House
17 Topkhana Road
GPO Box 2883
Dhaka 1000, Bangladesh

Institut Pan-Africain pour le Développement
Afrique Occidentale et Sahel

B.P. 1756
Ouagadougou, Burkina Faso

Mr. Santiago Nsue Medja
Directeur
Banque des Etats de l'Afrique Centrale
Centre for Formation
Boite Postale 1917
Yaounde, Cameroun

Mr. Paul Mbong
Institute Superieur de Management Publique
Cameroon
Tel: 22-46-36 or 23-13-37

Ms. Appolonia Kerenge
Pan African Institute for Development
P.O. Box 133
Buea, Cameroon
Tel: (237) 32-21-86

Fax: (237) 32-23-43

Telex: 978-5735

Dr. Ernesto Ayala

Instituto Centroamericano de Administración de Empresas
Alajuela, Costa Rica

Association of African Development Finance Institutions
(AADFI)

01-B, P. No. 1387

Abidjan, Côte d'Ivoire

Telex: 23717

Tel: (225) 320-711

Fax: (225) 227-004/332-172/331-917

A. Atwereboanda

Coordinateur du programme AMTA

African Development Bank

Training Center

01 B.P. 1387

Abidjan 01, Côte d'Ivoire

Union Africaine des Distributeurs d'Eau

B.P. 1843

Abidjan 01

Côte d'Ivoire

Beijing Normal University

Beijing, China 100037

Ms. Wang Yuan

Director, Training Center of Economic Management

Central Institute of Finance and Banking

Beijing, China

Ministry of Agriculture, Animal Husbandry, and Fishery

Nong Zhan Guan

Nan Lu, Beijing, China

Ministry of Forestry

Hepingli

Beijing, China

Mr. Zhu Xingxiang

National Environmental Protection Agency

Chief, Water Environmental Division

115 Xizhimennei

Nanxiaojie

Beijing, China

Professor Wang Songnian

Vice President

Shanghai University of Finance and Economics

Shanghai, China

Mr. Kong Qingzhen

Director

Transport Management Training Center (TMTC)

c/o Ministry of Railways

10, Fuxing Road

Beijing, China

Professor Mike Faber

Institute of Development Studies (IDS)

University of Sussex

Brighton, BN1 9RE

England

Institute of Social and Administrative Studies of the
University of the South Pacific (ISAS)

P.O. Box 1168

Suva, Fiji

Tel: 313900

Fax: 303229

Mr. Arif A. Waqif

Administrative Staff College of India (ASCI)

Bella Vista, Hyderabad 500 049

India

Kenya Institute of Management

College House

Koinage Street, P.O. Box 43706

Nairobi, Kenya

Tel: (254-2) 26789/337406

Fax: (254-2) 720-558/9

Director

SEACEN Research and Training Centre

Larong University A

59100 Kuala Lumpur

Malaysia

University Mohammed V

Rabat, Morocco

Mr. Viqar Ahmad

Director Studies

Pakistan Administrative Staff College (PASCOL)

Sharah-e-Quaid-e-Azam

Lahore, Pakistan

Latin American Association for Development Finance
Institutions (ALIDE)

Paseo de la República 3211

San Isidro

Lima, Perú

Tel: (51-14) 422-400

Fax: (51-14) 428-105

Telex: 21037

Association of Development Financing Institutions in
Asia and the Pacific (ADFIAP)

PDPC Bldg., 8th Floor

6758 Ayala Ave.

Makati, Metro Manila

Philippines

Tel: 85-06-86

Telex: 23249

Local Water Utilities Administration (WUA)

P.O. Box 319 AC

Kaupunan Road
Balana, Quezon City
Philippines
Telex: (722) 2485

Centre d'Etudes Supérieures Administratives et de Gestion
B.P. 3802
Dakar, Sénégal

Mr. Lansine Bakary
Directeur
Centre Ouest-Africain de Formation et d'Etudes Bancaires
Boite Postale 3108
Avenue du Barchois
Dakar, Sénégal

World Federation of Development Finance Institutions
(WFDFI)
c/o Juan Ignacio de Ramon
Plaza de Santa Barbara, 2
28004 Madrid, Spain
Tel: (91) 447-4700

Arab Organization for Agricultural Development
P.O. Box 20
Khartoum, Sudan

Mananga Agricultural Management Centre
P.O. Box 20
Mhlume, Swaziland

International Savings Bank Institute (ISBI)
1-3, Rue Albert-Gos
1206 Geneva, Switzerland
Tel: 022-477-466
Fax: 467-356

Director General
Eastern and Southern African Management Institute
(ESAMI)

P.O. Box 3030
Arusha, Tanzania
Tel: 255-57-7764, 255-57-2881-5
Fax: 57-7776
Telex: 975-42076

National Institute of Development Administration (NIDA)
Klong-Chan, Bangkok
Bangkok 10240
Thailand
Tel: 377-7416, 377-7400-9

Association of National Development Finance Institutions
in Member Countries of the Islamic Development Bank
(ADFIMI)

Cumhuriyet Cadolesi No. 195
Almadaq
Istambul, Turkey
Tel: 146-3061 - 146-7599
Fax: 147-5828
Telex: 39702

Mr. Frank Owarish
Director of Training
United Nations Institute for Training and Research
801 United Nations Plaza
New York, N.Y.
Tel: (212) 963-8619
Fax: (212) 697-8660

Rector
National Economics University
Hanoi, Viet Nam

Director General
Institute Za Puteve
P.O. Box 452
11000 Belgrade
Yugoslavia

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