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THE WORLD BANK

Washington, D.C.

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President Wolfensohn - Briefings Books for Presidents Meetings - Corporate
Management - Learning and Leadership Center [LLC] - External Training Program

Archive Management for the President's Office

Document Log

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Edit

Print

A. CLASSIFICATION

- ☐ Meeting Material
- ☐ Trips
- ☐ Speeches

- ☐ Annual Meetings
- ☐ Corporate Management
- ☐ Communications with Staff

- ☐ Phone Logs
- ☐ Calendar
- ☐ Press Clippings/Photos

- ☐ JDW Transcripts
- ☐ Social Events
- ☐ Other

B. SUBJECT: Learning & Leadership Center (LLC) -- External Training Program Series III & Series I

DATE: 11/08/96

C. VPU

Corporate

- ☐ CTR
- ☐ EXT
- ☐ LEG
- ☐ MPS
- ☐ OED
- ☐ SEC/Board
- ☐ TRE

Regional

- ☐ AFR
- ☐ EAP
- ☐ ECA
- ☐ LAC
- ☐ MNA
- ☐ SAS

Central

- ☐ CFS
- ☐ DEC
- ☐ ESD
- ☐ FPD
- ☐ FPR
- ☒ HRO

Affiliates

- ☐ GEF
- ☐ ICSID
- ☐ IFC
- ☐ Inspection Panel
- ☐ Kennedy Center
- ☐ MIGA

D. EXTERNAL PARTNER

- ☐ IMF
- ☐ UN
- ☐ MDB/Other IO
- ☐ NGO
- ☐ Private Sector

- ☐ Part I
- ☐ Part II
- ☐ Other

E. COMMENTS:

File Location

- ☐ EXC
- ☐ IISC
- ☒ Archives

Cleared By

Date:

11/08/96



External Training Program

Series III

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

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Washington, D.C. 20433
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March 15, 1996

All Managers and HR Teams

External Training Program

This calendar, the third in a series of three, describes the opportunities for external training. It provides information to professionals and managers on programs available in the major universities and business schools worldwide. The other two in the series are:

Professional Development - issued March 4, 1996 - describes opportunities for professional development. Included are courses, modules and seminars that are undertaken on a Bankwide basis and a booklet that describes the specific series of training courses that cover Bank Operations and Portfolio Management.

Management Education - issued March 15, 1996 includes the current programs and a new program being developed with Harvard University;

This calendar and booklet should be used with this year's annual Performance Management Process (PMP) to help managers and staff prepare their annual educational plans. With dates now provided for all courses in this and the other calendars, it is essential that once a staff member has received confirmation that he/she has been accepted on a course that the travel and work of that staff member be arranged to ensure attendance.


Tariq Husain

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March 15, 1996

I. Introduction

Continuous staff education and training are integral to the Bank Group's effectiveness. Mr. Wolfensohn has emphasized that continuous learning is an investment, not a benefit, and must be open to *all* staff, at *all* levels. The Learning and Leadership Center (LLC) was created by Mr. Wolfensohn on July 15, 1995 as one of the main institutional instruments for helping staff achieve technical and professional excellence. The LLC is developing educational / learning opportunities for *all* staff, including staff in field offices.

This calendar, the third in a series of three, describes the opportunities for external education. Included are programs, workshops, seminars and courses at nine major universities and business schools whose timing is either known exactly or with a reasonable degree of certainty. The other two calendars in the series are:

Professional Development - issued on March 4, 1996 - describes opportunities for professional development. Included are courses, modules and seminars that are carried out on a Bankwide basis and a booklet that describes the specific series of training courses that cover Bank Operations and Portfolio Management.

Management Education - to be issued by March 11, 1996 - includes current programs and a new program being developed with Harvard University.

This calendar should be used with this year's annual Performance Management Process (PMP) to help managers and staff prepare their annual educational plans. With dates provided for all courses in this calendar, it is essential that once a staff member has received confirmation that he/she has been accepted on a course that the travel and work of that staff member be arranged to ensure attendance.

Guidelines on financing of external training are available from HR Teams, and Chief Administrative Officers.

This calendar mainly covers calendar year 1996. Future calendars will be issued to coincide with the PMP but the period will be up to the end of the following Bank fiscal year.

II. Contents of the Calendar

The following universities and business schools are presented in the calendar:

- Duke
- Harvard
- Harvard - John F. Kennedy School of Government
- Harvard - Institute for International Development
- IMD
- INSEAD
- Kiel Institute of World Economics
- London Business School
- MIT-Sloan School of Management
- Stanford
- Wharton
- Yale

III. Selecting a Course

Determine whether your learning objectives match those described for the courses in which you are interested. Additional materials i.e. brochures, CD ROM's and Videos that describe the universities and business schools and course contents are available in LLC. To view these materials, contact Hector Montenegro, 36654, room U-3-690. You and your manager should discuss:

- how suitable the course is for your needs
- your expectations for a change in skills or knowledge
- the opportunities you will have to apply or practice what you learn
- what arrangements are necessary to release you from your regular responsibilities for the duration of the course

IV. Calendar and Course Content

Most of the courses are well established and it is expected that the dates shown in this Calendar will not change. But, as external courses the Bank has no control of the dates. Any changes to the course content and dates will be notified by LLC to the HR Teams on a monthly basis. Following acceptance on a course the participant is expected to monitor any changes and discuss any major changes with his/her HR Team and if necessary, LLC.

V. Arranging to Participate

Your manager is responsible for nominating you through your department training coordinator for courses described in this Calendar.

VI. Placing Participants

The LLC places participants in courses as it receives nominations. LLC distributes the number of slots so that each region gets a fair share. If the number of staff nominated exceeds the number of slots available, LLC places participants according to the priority assigned to them by their manager.

VII. Attending the Course

Once you have arranged for a place in a course, you are responsible for attending. If you are unable to attend a course after arrangements have been made, please inform the school and LLC

COURSE	SCHOOL	DATES	APPLICATION DEADLINE*
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APRIL

Advanced Management Course Program on Fiscal Decentralization & Financial Mgmt. of Regional & Local Govts	Harvard	April 9 - June 19	Program Full
Senior Executive Program	Harvard - HIID	April 22 - May 17	March 30
Stanford - University of Singapore Executive Program	London Business School	April 21 - May 17	March 30
	Stanford	April 8 - April 26 HONG KONG	March 30

MAY

Strategic Public-Sector Negotiation	Harvard - Kennedy School	May 28 - June 1	April 1
Managing Corporate Resources	IMD	May 6 - May 31	April 1
Young Managers Program	INSEAD	May 26 - June 14	April 1
Financial Seminar for Senior Managers	London Business School	May 19 - May 24	April 1
Leadership for Change: Understanding and Action	London Business School	May 12 - May 17	April 1
Leadership and Decision Making in Organizations	Yale	May 14 - May 17	April 1
Executive Short Course in Negotiation	MIT	May 28 - June 1	April 1

COURSE	SCHOOL	DATES	APPLICATION DEADLINE*
JUNE			
Exec. Short Course in Mgmt. of Change in Complex Organizations	MIT	June 2 - June 7	May 1
Env. Economics and Policy Analysis	Harvard - HIID	June 10 - July 12	May 1
Program on Investment Appraisal and Mgmt.	Harvard - HIID	June 24 - August 16	May 1
Macroeconomic Policy & Mgmt.	Harvard - HIID	June 24 - August 2	May 1
Budgeting in the Public Sector	Harvard - HIID	June 24 - August 2	May 1
Educational Policy Analysis and Planning Workshop	Harvard - HIID	June 16 - July 19	May 1
Seminar for Senior Executives	IMD	June 3 - June 20	May 1
Advanced Management Program	INSEAD	June 30 - July 26	May 1
Executive ShortCourse in Corporate Strategy	MIT	June 9 - June 14	May 1
Accelerated Development Program	London Business School	June 9 - July 5	May 1
Stanford Executive Program	Stanford	June 23 - August 7	May 1
Leading and Managing Change	Stanford	June 23 - July 5	May 1
Advanced Management Program	Wharton	June 2 - July 5	May 1
JULY			
Finance for Senior Executives	Harvard	July 7 - July 19	June 1
Tax Analysis and Revenue Forecasting	Harvard - HIID	July 1 - August 16	June 1
Executive Program in Strategy & Organization	Stanford	July 28 - August 9	May 30
Financial Management Program	Stanford	July 7 - July 19	May 30

COURSE	SCHOOL	DATES	APPLICATION DEADLINE*
AUGUST			
Program for Executive Development - Module 1	IMD	August 19 - September 19	July 30
Macroeconomics in Open Economies	KIEL	August 5 - August 16	July 15
International Monetary System	KIEL	August 19 - August 30	July 15
Stanford - University of Singapore Executive Program	Stanford	August 11 - August 30	July 1
SEPTEMBER			
Advanced Management Program	Harvard	September 10 - November 20	July 1
Program for Management Development	Harvard	September 8 - November 22	July 1
Managing Corporate Resources	IMD	September 9 - October 4	August 1
Program for Executive Development - Module II	IMD	September 23 - October 25	August 1
Advanced Management Program	INSEAD	September 29 - October 25	August 1
Young Managers Program	INSEAD	September 8 - September 27	August 1
Methods of Applied Economic Analysis	KIEL	September 16 - September 27	August 1
Senior Executive Program	London Business School	September 22 - October 18	August 1
Advanced Management Program	Wharton	September 15 - October 18	August 1
OCTOBER			
Seminar for Senior Executives	IMD	October 21 - November 7	August 15
International Executive Program	INSEAD	October 27 - December 6	August 15
NOVEMBER			
Accelerated Development Program	London Business School	November 3 - November 29	August 31
Financial Seminar for Senior Managers	London Business School	November 10 - November 15	August 31
DECEMBER			
International Trade: Theory and Policy	KIEL	December 2 - December 13	November 1

DUKE UNIVERSITY

DUKE University¹

Environmentally Sustainable Development

Date: December (Five days)

Cost: \$55,000

The World Bank and Duke University have jointly prepared an intensive training program in environment for staff of the World Bank, entitled "Environmentally Sustainable Development." This one-week course is held on the campus of Duke University, Durham, North Carolina, and draws on the research and teaching expertise of faculty of the School of the Environment, the Stanford Institute of Public Policy, the Center for Tropical Conservation, the Department of Biological Anthropology and Anatomy, and the Department of Zoology.

The theme of this training program is the integration of economic development and conservation in a sustainable development framework. Conservation includes preservation of some natural resources in a pristine state, as well as sustainable use of other natural resources. The integration of development and conservation takes into account ecological, ethical, economic, and sociopolitical considerations in the management of natural resources and the environment. This course, using an interdisciplinary approach, draws from natural and social sciences for applied content.

By focusing on cutting edge knowledge in natural and social sciences and on a few basic concepts or principles, this course enhances participants' understanding of how natural systems function as a whole, the interrelationship among various components of the natural systems, and the interactions between natural and social systems. In addition, the course provides an understanding of important environmental problems and how human factors contribute to these problems in a political economy framework.

Participants will not become experts in ecology, biology, or environmental economics. Rather, the course provides an overview of the dynamic, complex, and interrelated nature of local, regional, and global environmental problems and an understanding of the importance of social ecological perspectives in tackling these problems. With this improved understanding and knowledge, staff members can focus more objectively on developing and implementing appropriate actions (policies, investment programs, use of technology, incentives, design of projects, capacity building, etc.), as well as integrate environmental considerations in macroeconomics work, project design, and project economic analysis.

¹ Duke University is located in Durham, North Carolina. Fees include tuition only. Please note that accommodations are not included and are the responsibility of each participant.

HARVARD UNIVERSITY

HARVARD²

Advanced Management Program: The International Senior Managers' Program

April 9 - June 19

\$37,000

September 10 - November 20

For senior corporate executives with 15 or more years of experience, this program provides participants with the insight, tools, and latest management thinking that they can apply to their companies so that they are more competitive in today's global environment. It fosters a greater appreciation of the complexities of business and enhances the participant's ability to lead and change organizations. The case study method, lectures, discussion groups, videos, and computer database and network are all used in exploring innovative policy and implementation ideas.

With the guidance of the faculty, top managers from many different countries and cultures intensively probe the political, economic, social cultural and ethical aspects of domestic and international corporate performance. For most, the candor among peers and the think tank environment outside their own corporate cultures are extremely fruitful. Emphasis on learning within a framework of intensive corporate renewal and increasing global competition is stressed.

Program for Management Development

September 8 - November 22

\$37,000

New general managers and managers who have been identified for a general management role will develop an understanding of functions beyond their specialties, to better position themselves for the diverse responsibilities of a general manager. PMD provides participants with new ways to solve problems, effective methods for enhancing strategic thinking, and a new frame of reference for addressing management challenges. PMD integrates information technology throughout the course work, providing participants with an understanding of, and appreciation for, the ways in which it plays a role in their business.

² Harvard University is located in Cambridge, Massachusetts. Cost of each program includes tuition, books, case materials, accommodations and board. Fees for the Managing Global Opportunities course include tuition, books, case materials, accommodations, meals and travel within China, Indonesia, India and to Singapore but excludes airfare to Boston, China, Indonesia and return from Singapore.

Finance for Senior Executives

July 7 - July 19

\$9,000

Designed for senior executives with a modest command of corporate finance, this course provides a clear understanding of the flow and management of financial resources and gives the participants the ability to gain control over financial systems that affect them and their ability to perform.

Managing Global Opportunities: Emerging Markets in Asia (China, India, Indonesia)

May 19 - June 9

\$27,000

This is an unique three week program that combines intense general management education at Harvard with practical, hands-on experience gained on-site in emerging markets. Designed for top executives and senior managers, this course enables participants to gain the experience and innovative tools they need to identify and capitalize on opportunities within these high potential markets.

The first ten days will be spent at Harvard in intensive study and analysis. The group then divides into thirds with groups traveling to India, China and Indonesia and all groups will then meet up in Singapore for comparative analysis and conclusion.

Industry Leaders Consortium

Feb. 25 - March 15 (first period)

\$19,500 - \$25,000

May 5 - May 17 (second period)

Fee based on # of participants

Chosen participants will include general managers currently, or soon to be, running significant business units (at least \$25 million in revenues) within their respective companies. They are engaged in dynamic markets that require them to manage change and complexity at an accelerating pace.

Participants' demonstrated capabilities and future leadership potential will enable them to contribute significantly to a group learning experience.

The five week program will be comprised of two periods, three week and two weeks in length, of in-residence study at the campus. A break of seven weeks between periods will provide participants with the opportunity to begin to apply in their workplace the concepts, and action plans they developed in class. Distance led and computer-based participant interaction techniques will foster teamwork and collaboration during this period. Upon their return to the School, participants will share and reassess their plans and actions.

HARVARD UNIVERSITY

John F. Kennedy School of Government

Harvard University

John F. Kennedy School of Government³

Program for Senior Executive Fellows

September 30 - November 22

\$ 18,700

This program is directed to promising upper-level managers who have advanced rapidly into senior positions. It addresses the needs of both public and private sector executives whose work involves intensive interface with government, and those of senior officials of foreign governments.

Participants are expected to contribute their professional expertise to complement the program's learning experience and in so doing will obtain the benefits from public-sector, private-sector and foreign participants.

Senior Managers in Government

July 28 - August 16

\$8,500

An intensive three-week program, it is designed for senior career professionals with significant institutional responsibilities. It addresses the needs of private-sector executives who interface with the Federal government, and those senior officials of foreign governments who seek greater understanding of strategic public management.

³ The John F. Kennedy School of Government is located on the campus of Harvard University in Cambridge, MA. Cost of each program includes tuition, curricular materials, accommodations and most meals.

Strategic Public-Sector Negotiation

May 28 - June 1

\$4,100

This highly intensive program seeks to strengthen the skills needed to build successful negotiations and to create value and cooperation. It is targeted to government officials, executives in corporations and non-governmental organizations, and lawyers and other professionals at the public-private interface.

The curriculum is organized to help executives:

- Identify the key elements of the negotiation that will advance one's interests
- Design a strong overall strategy for the negotiation that incorporates key elements
- Assess accurately the competing interests in the negotiation
- Develop the skills needed to modify a position productively as the negotiation proceeds
- Pinpoint obstacles to the completion of the negotiation and develop techniques to overcome them
- Manage the tensions between the cooperative and the competitive facets of the negotiation
- Negotiate effectively without allowing conflicts to develop or impair important relationships
- Employ the analytic and tactical skills to carry the negotiation to successful completion

To achieve these goals, the highly interactive curriculum uses presentations, case discussions and exercises, including one-on-one and multi-party role-playing negotiations, which enable the participants to internalize the lessons of the role-plays.

HARVARD UNIVERSITY

**Harvard Institute For International
Development**

Harvard University Institute for International Development⁴

Program on Fiscal Decentralization & Financial Management of Regional & Local Governments

April 22-May 17

\$8,000

This comprehensive four-week program examines fiscal federalism, the roles of regional and local governments in the movement toward decentralization, and more autonomous local government finance. Attention is focused on the legal, economic, and administrative dimensions of central-local financial relations. Special emphasis is placed on land and building taxes, other local taxes, and user charges. The program is designed to enable professionals initiate policy and administrative reforms to improve local public finance and stimulate development.

This program provides the theory and practical applications of fiscal decentralization, resource mobilization, and the establishment of local revenue systems. Through a series of lectures, workshops, and computer applications, this program focuses on analyzing policy and administrative issues related to the major revenue sources available to local governments.

Main topics of the program include:

- administrative decentralization
- fiscal decentralization
- local revenue systems
- fiscal planning & management

Environmental Economics and Policy Analysis

June 10 - July 12

\$8,500

The Workshop is an intensive, analytically rigorous, yet practical, training workshop on the concepts and methods of environmental economics. It is intended for mid-career professionals from government agencies, international development organizations, universities and research institutes, NGOs, and the private sector who are interested in: (i) the economic analysis, quantification, and valuation of the environmental impacts of economic activity and investment projects; and (ii) the formulation of policies and strategies for internalizing environmental impacts into public- and private-sector

⁴ HIID is located on the Harvard campus in Cambridge, MA. Cost of each program includes tuition, course materials, accommodations and some field trips.

decisions. Workshop activities include lectures, group discussions, hands-on computer exercises, and individual projects.

The Workshop is designed to convey qualitative and quantitative skills that are necessary for analyzing, from an economic perspective, environmental aspects of policies, projects, and business decisions. It pays particular attention to the integration of economic and environmental considerations--opportunities to protect the environment without restricting economic growth--and innovative approaches for promoting sustainable development and financing environmental investments in both the public and private sectors.

Program on Investment Appraisal and Management

June 24 - August 16

\$13,000

Participants learn modern techniques for conducting financial, risk, economic, environmental, and social evaluations of projects, as well as methods for planning and organizing projects. Through lectures, applied case studies, group discussions, participant presentations, and computer exercise, participants will improve their knowledge and enhance their applied skills in these fields. Program participants also become proficient in using microcomputers to make financial and economic decisions.

The aim of PIAM is to develop the operational skills of participants so they can plan and assess all aspects of investment projects. This expertise will be very useful to people directly involved in planning, assessing, or executing projects. It is also valuable to administrators who must judge investment proposals prepared by others.

The main topics of the workshop include:

- objectives of investment appraisal
- organizing the different stages of investment appraisal
- financial analysis
- risk analysis & project financing
- economic analysis; social evaluation
- integration of financial, economic, & social appraisals
- policy analysis

Tax Analysis and Revenue Forecasting

July 1 - August 16

\$12,000

This seven-week program covers the economic foundations of tax policy, revenue forecasting, statistical techniques, and computer-based revenue estimation models for the value added tax, personal and corporate income tax, excises, property tax and trade taxes. The use of macroeconomic models, microsimulation models, and typical taxpayer models are also covered.

This course provides the theoretical foundations and the hands-on experience for analyzing tax systems and their revenue performance. Participants will learn the micro and macro economic framework for effective tax analysis and the analytical tools for evaluating the impact of alternative tax policies.

Major topics of the workshop include:

- economic analysis
- tax modeling
- forecasting techniques
- computer applications

Macroeconomic Policy and Management

June 24 - August 2

\$9,850

This program focuses on macroeconomic issues in developing and transitional economies. It is designed for analysts and policy makers who are involved with a broad range of macroeconomic policy problems, including those associated with adjustment and stabilization programs. The focus of the program is on the design of strategies for macroeconomic management through an enhanced understanding of macro and sectoral policy linkages. As with other HIID workshops, there is an emphasis on learning practical concepts and techniques of policy analysis and management. Through lectures, case study analysis, micro-computer exercises, and policy simulation games, participants improve their knowledge of, and apply skills in, many aspects of macroeconomic management.

Participants in this program are exposed to the core ideas influencing the design of most macroeconomic policies, the key controversies, and promising new ideas emerging from recent research and analysis of country experience. The principal goals of this workshop are: (1) to enhance and broaden the conceptual framework used by macroeconomic managers and analysts; (2) to improve their skills in the design and management of economic policy; and (3) to develop capacity for applying practical analytical tools to the solution of common policy problems.

Major topics of the program include:

- exchange rate and balance of payments management
- fiscal policy, monetary management, and inflation
- interactions between domestic and trade policies
- sequencing of policy reforms
- management of the government budget
- financial sector reform
- managing transition from stabilization to economic growth
- designing safety nets for the poor during economic adjustment
- using computer-based model results for macroeconomic policy design

Budgeting in the Public Sector

June 24 - August 2

\$10,900

This intensive, six-week training workshop is analytically rigorous and combines group discussion with lectures, case studies, individual assignments, substantial reading and hands-on experience in the use of micro-computers for budgeting. The workshop offers participants an opportunity to enhance their performance by broadening and deepening their understanding of the entire public budgeting process; analyzing alternative approaches to public budgeting and public expenditure management; introducing them to or improving their understanding of several useful tools, such as cost-benefit analysis, performance indicators, and micro-computers; and building links among participants for sharing information and joint problem-solving across organizations and national boundaries.

The workshop focuses on budget planning and implementation issues, as well as financial control and budget techniques. Specific topics include:

- the budget and the national economy
- approaches to national budget planning
- allocating limited resources among and within ministries
- line-item, program, performance, and zero-based budgeting
- cost-benefit and cost-effectiveness analysis
- management of recurrent costs
- capital budgeting
- linkages between development and recurrent budgets
- local government budgeting and financial management issues
- the budget and foreign aid; budget implementation and monitoring
- micro-computers and budgeting

Educational Policy Analysis and Planning Workshop

June 16 - July 19

\$9,800

This intensive five-week course introduces the newest techniques for conducting policy analysis and planning, provides access to a wealth of current research knowledge, introduces the use of state-of-the-art computer software in educational policy analysis and planning, and provides a unique opportunity for participants to share their experiences with colleagues from around the world.

Main topics of the workshop include:

- Identifying the characteristics of effective schools.
 - Specifying clear goals and objectives for education systems.
 - The development and monitoring of performance indicators.
 - A review of selected methods of research and policy analysis.
 - Reviewing the results of policy research from around the world.
 - Developing models to assess the implications of alternative policy choices.
 - Understanding the interactions and tradeoffs among alternative policy choices.
 - Improving the quality of data collection systems.
 - An introduction to education management information systems.
- Assessing and improving organizational capacities for policy analysis and planning.

**INSTITUTE FOR MANAGEMENT
DEVELOPMENT**

IMD

International Institute for Management Development⁵ (IMD)

SSE—Seminar for Senior Executives

June 3 - 20, 1996

Sfr. 21,000

Oct. 21 - Nov. 7, 1996

The program brings together senior executives from around the world for 18 days of intensive debate and professional input on the major challenges facing general management today. Its aim is to develop a company's strategic decision-making and implementation activities; reaffirming and fine-tuning the principal management processes; developing and managing people; and recognizing the global forces that will shape tomorrow's business environment.

The seminar for Senior Executives is designed for experienced international managers at executive committee level or with multi-business or cross-functional responsibilities. A class generally consists of 40-50 executives with an average age of about 47, many of whom are following international careers outside their home countries.

Corporate and personal agendas are challenged across each of these 6 key areas of senior management responsibility:

- Broadening Strategic Horizons
- Broadening the Corporate Agenda
- Redefining Organizational Structures and Processes
- Leading Change
- The Personal Leadership Challenge
- Forces Shaping The Business Environment

⁵ The International Institute for Management Development is located in Lausanne, Switzerland approximately 40 miles from Geneva. Cost of each program, in Swiss Francs, covers tuition, books, instructional materials and lunches on weekdays. Please note that housing is not covered and is the responsibility of each participant to arrange for accommodations during their stay. IMD can provide hotel information upon request.

MCR—Managing Corporate Resources

May 6-31, 1996

Sfr. 22,000

Sept 9-Oct. 4, 1996

An intensive four-week program for experienced executives who wish to increase their effectiveness as members of a general-management team. It enables them to acquire broader business perspectives and develop the essential ability to integrate various functions within their business unit.

The program is given in four modules: 1. Competitive Analysis: How to Make Money in an Industry. 2. Business Policies: Shaping Policies to Support the Chosen Strategy. 3. Mobilizing a Business Unit: Implementing Strategy and Managing Change. 4. The Manager's Role: Inducing People to Use All their Talents.

MCR is designed for experienced executives who have recently assumed, or are about to assume, general management responsibilities for a business unit or division within their company. It is also appropriate for senior corporate staff members with functional responsibilities who participate in allocating or coordinating the flows of corporate resources within or across business units or divisions. The common factor guiding the selection of participants is that all are involved in formulating or implementing business-unit strategies as part of a general management team.

PED—Program for Executive Development: Preparing for New and Broader Responsibilities

Module I: Aug. 19-Sept. 19

Sfr. 38,000

Module II: Sept. 23-Oct. 25

The program upgrades functional skills and develops a broad general-management perspective: an overview of the different activities in a company and how they interact, the changing responsibilities of business and the new role of corporate leadership.

Module One: Integrative Thinking for the General Manager

Module Two: Managing Corporate Complexity

Two five-week modules (can be attended in one ten-week session or with a break of six months or a year in between) intended for executives about to move into general management, lead a small company about to grow, or start their own business.

International Program for Board Members

April 22 - April 24

SWF 8,000

This program is designed to help answer two key questions: How can we ensure that the contribution of the board genuinely adds value to the management process in the corporation? How can we ensure that the board makes a unique contribution to the success of the company, a contribution that is different from those made at all other levels of the organization?

The focus of the program will be to ensure that the contribution of the board is distinctive and additive and corporate governance: reconciling the interests of the corporation with the interests of society.

INSEAD

INSEAD⁶

Advanced Management Program

June 30 - July 26

FF 98,000

Sept. 29 - Oct. 25

The Advanced Management Program aims to strengthen managerial competencies in order to deal with greater competition and to sensitize managers to the need for constant re-assessment. It also offers the opportunity to delve into topics such as managing across cultures, negotiation, and partnering with Eastern Europe. Topics to be covered include: Financial management; marketing global assessment; economics & politics; organizational behavior; business policy; management of operations; strategic cost management; and management of change.

Candidates might already work at the corporate or divisional management level in their organizations, or be heading a functional area and have the potential to reach a general management position in the near future. Participants will rarely have less than 15 years' management experience.

International Executive Program

Oct. 27 - Dec. 6

FF 118,000

The International Executive Program is based on four key themes: strategies; systems; skills; and human resources. The priorities of today's general manager are to develop valid competitive strategies sharpen or revise effective communication and control systems, develop key organizational competence and skills and find new ways of managing and motivating the organization's human resources. The program is composed of distinct subject courses which address these issues.

Participants will be high potential executives with at least 10 years of management experience, typically aged 35 to 45.

Although many of the participants in this program will be managers in multinational companies, with a high level of functional expertise, the program is also designed to develop owner-managers and general managers in medium-sized companies, who are experiencing the problems of growth.

⁶ INSEAD is located 65 km south of Paris in Fontainebleau Cedex, France. Price includes tuition and lunch on working days. Please note that housing is not covered and is the responsibility of the participant to arrange for accommodations during their stay. Campus housing is available, about FF4,000 per week, which INSEAD will arrange upon request. INSEAD can provide hotel information upon request.

Young Managers Program

May 26 - June 14

FF 68,000

Sept. 8 - Sept. 27

This program is designed for dynamic young managers who need a broader perspective to reach higher levels of management responsibility. The program emphasizes the interdisciplinary nature of business and express young managers with the potential for long term career success, to problems outside their own specialized fields. Specifically, it will help participants broaden their perception of the scope of a company's activities; provide an integrated view of corporate strategies and business decisions; develop communication skills across functional areas, cultures and nationalities; and offer an opportunity to challenge current expertise.

Topics covered include finance, management accounting, organizational behavior, marketing, strategy, and operations management.

Initially, the program concentrates on developing skills in functional areas and later, emphasis is placed on the integration of the disciplines by dealing with concepts specific to general management. Topics are discussed within an international frame of reference.

KIEL
Institute of World Economics

Kiel Institute of World Economics⁷

The Advanced Studies in International Economic Policy Research are designed for economists holding a university degree who are pursuing in a career in governmental and intergovernmental organizations, academic institutions, international business, etc.

The Advanced Studies will provide

- personal contact and intensive discussion with internationally renowned university teachers and leading representatives from international organizations, policy institutions, and international corporations;
- compact, up-to-date, high-level information on the most important areas of international economic relations covering views from the academic, the political, and the business perspective;
- profound training of skills pertinent to international economic analysis, methods of empirical research, sophisticated information-gathering, the evaluation of economic policies, and international business strategies; and
- practical teamwork experience through the joint preparation of seminars and working papers.

There will be 8-10 courses in various fields of international economics. As a rule these are two-week courses which cover the content of a regular university term in a concentrated form. In addition, there will be a number of one- or two-day seminars given by representatives from international organizations, domestic policy institutions, and international corporations.

Courses offered in this program for calendar year 1996 include:

- | | |
|--|-------------------------|
| • Macroeconomics in Open Economies | August 5 - 16, 1996 |
| • The International Monetary System | August 19 - 30, 1996 |
| • Methods of Applied Economic Analysis | September 16 - 27, 1996 |
| • International Trade: Theory and Policy | December 2 - 13, 1996 |

Total tuition costs are DM 15,000. Part-time participants, who do not take all courses offered, are charged DM 1,800 for each one-week course and DM 3,200 for each course longer than one week.

⁷ Kiel Institute of World Economics is located in Kiel, Germany and is an hours drive north of Hamburg. Fees include tuition and course materials. Please note that housing is not covered and is the responsibility of each participant to arrange for accommodations during their stay. Kiel can provide hotel information upon request.

LONDON BUSINESS SCHOOL

LONDON BUSINESS SCHOOL⁸

Senior Executive Program

April 21 - May 17

£13,250

Sept. 22 - Oct. 18

The Senior Executive Program (SEP) is an elite program for business leaders. It aims to improve management performance at the highest level by updating skills and exploring new management topics, stretching managers' thinking by allowing them to work with an international group of peers and top international academics, and by ensuring that each participant creates an agenda for action which can be implemented upon returning to work.

At the heart of the program is the concept of radical performance improvement. Here managers are asked to look at their own companies and assess current performance. By analyzing their own organizations thoroughly, layer by layer, managers come to understand those organizations better and see how performance improvement can be achieved. At the end of the program, each manager takes away an action plan for radical performance improvement which he or she will then implement.

The program has a number of distinctive characteristics including:

- Internationalism
- Integration
- Continuous learning

Financial Seminar for Senior Managers

May 19 - May 24

£3,350

Nov. 10 - Nov. 15

The Financial Seminar for Senior Managers offers a focused study of corporate finance at a senior level over an intensive five-day period. Participants learn how to carry out detailed financial analysis and evaluations in a variety of situations. Topics covered include analyzing and interpreting financial statements (including the analysis of ratios and trends), using financial analysis to identify problems, improve profit performance, project appraisal and valuation and discounted cash flow.

⁸ London Business School is located in the heart of London on the edge of Regents Park. Fees include tuition, course materials, meals and accommodations on the LBS campus.

Accelerated Development Program

May 19-31 (modular version)

£12,850

June 9 - July 5

Nov. 3 - Nov. 29

This dynamic four-week program is for managers with an exceptional record of achievement. The program is designed to accelerate the transition of these managers from functional specialists to general managers. It encourages participants to take a holistic approach to management while improving their leadership skills; in other words, teaching them how to think, not what to think. It broadens managerial horizons of every sort:

- Personal, by focusing on managers' individual strengths and weaknesses
- Functional, by helping them understand the importance of all key management areas and how they interrelate
- International, by bringing together a multinational, multicultural group of participants

This program is for people who are expected to move swiftly into senior general management. Typical participants have at least five years' management experience. Managers can choose to attend the ADP in one four-week block or in two two-week modules.

Leadership for Change: Understanding and Action

May 12 - May 17

£3,350

This program covers planning and implementing change, the role of the leader and managing change processes. The program functions as a clinic for participants, offering them the opportunity to work on a change program for their own organizations. In addition, all managers will participate in a 360 degree survey of change management skills including envisioning, value creation, and influencing.

This program is designed for CEOs, division heads or heads of functions. Personal backgrounds and types of companies or sectors vary widely; the important criterion is that each participant has a position from which he or she can introduce change.

MIT
SLOAN SCHOOL OF MANAGEMENT

Massachusetts Institute of Technology⁹

Sloan School of Management

The MIT Executive Short Course in Negotiation: Theory and Practice

May 28 - June 1

\$3,200

This course gives participants a broad intellectual understanding of key negotiating concepts. In a safe setting participants are free to diagnose their own individual negotiating styles and then go on to broaden their repertoire of strategies and behaviors. Participants who are by nature competitive learn how to incorporate concepts of integrative bargaining and problem-solving. Students who approach conflict in an overly accommodating fashion explore the effective use of power in negotiations. Finally, in a variety of simulated negotiations, participants learn by doing and by receiving feedback from others.

Course topics include:

- negotiations species (competitive vs. cooperative, etc.)
- theoretical concepts
- power
- personal style
- constructive relationships
- integrative bargaining
- mixed motive situations
- performance feedback and appraisal
- collaborative decision making
- difficult people
- ethical dilemmas
- dispute resolution systems

⁹ The Sloan School at MIT is located in Cambridge, Massachusetts. Tuition for the Management of Change and the Corporate Strategy courses includes tuition, course materials and accommodations. Tuition for the Negotiation course does not include accommodation.

The MIT Executive Short Course in Management of Change in Complex Organizations

June 2 - June 7

\$4,200

This intensive, one-week course in Management of Change in Complex Organizations provides a research-based perspective on a number of emerging managerial problems and considers the various ways these problems can and should be addressed. The focus is on issues with wide applicability across organizations, national boundaries, and technical domains.

Course topics include:

- changes in managerial thought and practice
- new perspectives on managerial decision-making
- management of task forces, project teams, and other temporary groups
- managing diversity
- managing organization change
- diagnosing organization culture(s) and the process of cultural change in organizations

The MIT Executive Short Course in Corporate Strategy

June 9 - June 14

\$4,300

This course presents the latest concepts and methodologies related to the development and implementation of corporate, business, and functional strategies. It describes real-life examples and relevant conceptual frameworks in the field of corporate strategy. A special emphasis is also placed in the integration of corporate strategy with a number of key issues, such as corporate culture and organizational structure, global strategic management, financial theory and financial strategy, and managing the strategy-technology interface. Every afternoon is dedicated to conducting a strategic management workshop where participants have the opportunity to familiarize themselves thoroughly with the tasks required to develop corporate, business, and functional strategies.

The goals of the course are: to help executives and corporate staff members gain a deeper understanding of modern corporate strategy and strategic management; to apply a methodology for developing corporate, business, and functional strategies by means of a strategic workshop; and to bring about an exchange of ideas among top strategy scholars and corporate executives.

Course topics include:

- overview of strategic management
- industry and competitive analysis in global perspective
- concepts and tools for strategic planning
- organizational culture and strategy
- financial theory and financial strategy
- functional strategy
- strategy in an international setting
- managing the strategy-technology interface
- strategic planner software
- strategy workshop

STANFORD UNIVERSITY

STANFORD¹⁰

Stanford Executive Program

June 28 - August 7

\$27,500

If you are an experienced senior manager with a career marked by considerable achievement, the Stanford Executive Program will provide a simulating forum where you will meet with others like yourself to develop conceptual frameworks for effective management, strengthen your strategic knowledge, enhance your professional capabilities for organizational leadership, and build an international network of business associates.

Executive Program in Strategy and Organization

July 28 - August 9

\$9,200

This two-week course provides an intense academic seminar for participants who want to improve their ability to think strategically, understand both marked and non-marked environments, explore the resources and capabilities of organizations, and improve their ability to adapt as situations change.

The dynamics of the course reflect the world that you will return to as a manager, where your reaction to a deluge of information and outside pressures reflects on your role as a leader and on the success of your company. The purpose of the course is to provide the intellectual frameworks you need to formulate strategy and direction for your organization and to implement those ideas in the constantly changing world you face as a manager.

¹⁰ Stanford University is located in Palo Alto, CA; 35 miles south of San Francisco. Fees include tuition, room and meals, books and course materials. The Stanford-Singapore program fees include tuition, books, course materials and some meals. Accommodations are the responsibility of the participant and discounts are available at local hotels.

Stanford-National University of Singapore Executive Program

Date: April 8 - 26 (Hong Kong)
August 11 -30 (Singapore)

\$8,500

This program, an intensive three-week course in general management, was designed to meet expressed needs--and, to meet the growing demand, a new session will be offered this year in Hong Kong. The program, staffed by distinguished faculty from the two sponsoring institutions, offers a unique opportunity to interact with and learn from a diverse group of executives from around the world.

Whether the program in Singapore is attended or the new session in Hong Kong, the Stanford-NUS Executive Program will help:

- Broaden managerial perspective
- Improve analytical and behavioral skills
- Enhance organizational effectiveness
- Refresh understanding of basic functional areas of management
- Integrate the basic areas for managing and planning to facilitate effective needs in a competitive environment.

During the three-week general management program in Singapore or Hong Kong, subjects studied will include accounting, marketing, finance, operations, human resources, strategic management, and current trends in the global economy.

Leading and Managing Change

June 23 - July 5

\$9,200

Designed for a senior executives who are constantly bombarded with new ideas and demands for change. This intensely interactive program will help participants understand the key role that leadership plays in affecting change as well as addressing the planning and activities required to move organizations in new directions.

Financial Management Program

July 7 - July 19

\$9,200

Valuation, capital structure, financial forecasting, dividend policy, risk management—These will be explored these and other topics of critical importance to managers in charge of corporate financial policy. The Financial Management Program blends traditional approaches and contemporary applications in a mixture of lectures and case discussions.

UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL

WHARTON¹¹

Advanced Management Program

Date: June 2-July 5
Sept. 15-Oct. 18

\$26,000

This program is five weeks long and offered three times per year. No more than 45 participants are admitted into each class, maximizing peer interaction; of these 45, more than 60 percent are typically from Europe, Asia, the Pacific Basin, and South America.

To expose participants to a broad set of ideas and approaches, a distinct teaching strategy is employed. Rather than have one faculty member represent a complete subject area, over 30 faculty are used - often with differing views - to provide the broadest range of experience and perspectives possible. Also, instead of simply drawing from Wharton's own faculty, one third of AMP's faculty are recruited from other business schools, from the arts and sciences, and from industry. This mix is viewed as essential to maximize teaching quality and diversity.

Recognizing that learning occurs through a variety of methods, the faculty use lectures, case materials, simulations and individual and group work to communicate the program material. No one method predominates, and there is ample opportunity for participants to raise issues of immediate concern to themselves and their organizations.

Wharton/Spencerstuart Director's Forum

Date: June 26 - June 28 (London)
Dec. 4 - Dec. 6

£3,350

This is a two-day program simulating, at an accelerated pace, the issues and events a typical board faces in a business cycle. The program addresses key corporate governance issues such as the board's role in long-range planning and strategy, audit and finance, officer performance review and compensation, board liability, and ways to deal with unexpected crises.

¹¹ The Wharton School is located on the University of Pennsylvania campus in Philadelphia, PA. Fees include tuition, accommodations and course materials.

Wharton/Spencerstuart Director's Institute

Date: June 26 - June 28 (Philadelphia)

\$5,000

Dec. 4 - Dec. 6

This is a two-day program which addresses the issues and key events a typical board faces in a business cycle. The program addresses key corporate governance issues such as the board's role in a long-range planning and strategy, audit and finance, officer performance review and compensation, board liability, and way to deal with unexpected crises.

YALE UNIVERSITY

YALE UNIVERSITY¹²

Leadership and Decision Making in Organizations

May 14 - May 17

\$3,300

Leadership and Decision Making in Organizations is a workshop designed to help senior managers increase their leadership potential. The program features active participation and feedback in small group exercises and a computer analysis of each participant's leadership style. Professor Victor Vroom develops individual leadership profiles comparing participants to over 120,000 senior managers based on a pre-workshop analysis of 30 real-life situations. In addition to the small group sessions, there are plenary sessions consisting of both lecture and open discussion.

The program provides a wide range of opportunities for managers to build upon their experience in leadership, decision making, conflict resolution, and interpersonal communication.

¹² Yale University is located in New Haven, CT. Fees include tuition, registration fee, course materials, hotel accommodations and meals.

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Professional Development Program Calendar 1996

Series I

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: INTBAFRAD
Cable Address: INDEVAS

March 4, 1996

All Managers and HR Teams

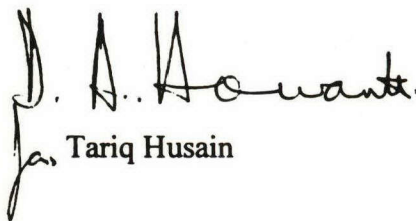
Professional Development Program Calendar 1996

This calendar, the first in a series of three, describes the opportunities for professional development. Included are courses, modules and seminars that are carried out on a Bankwide basis and whose timing is either known exactly or with a reasonable degree of certainty. Also, the enclosed booklet describes the specific series of training courses that cover Bank Operations and Portfolio Management. The other two in the series will be available at the end of this week.

Management Education - will include current programs and a new program being developed with Harvard University;

External Education - will provide information to professionals and managers on programs available in major universities and business schools;

This calendar and booklet should be used with this year's annual Performance Management Process (PMP) to help managers and staff prepare their annual educational plans. With dates now provided for all courses in this and the other calendars, it is essential that once a staff member has received confirmation that he/she has been accepted on a course that the travel and work of that staff member be arranged to ensure attendance.



Tariq Husain

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February, 1996

I. Introduction

Continuous staff education and training are integral to the Bank Group's effectiveness. Mr. Wolfensohn has emphasized that continuous learning is an investment, not a benefit, and must be open to *all* staff, at *all* levels. The Learning and Leadership Center (LLC) was created by Mr. Wolfensohn on July 15, 1995 as one of the main institutional instruments for helping staff achieve technical and professional excellence. The LLC is developing educational/learning opportunities for *all* staff, including staff in field offices.

This calendar, the first in a series of three, describes the opportunities for professional development. Included are courses, modules and seminars that are carried out on a Bankwide basis and whose timing is either known exactly or with a reasonable degree of certainty. Also, the enclosed booklet describes the specific series of training courses that cover Bank Operations and Portfolio Management. The other two in the series will be available at the end of this week.

Management Education - will include current programs and a new program being developed with Harvard University;

External Education - will provide information to professionals and managers on programs available in major universities and business schools;

This calendar and booklet should be used with this year's annual Performance Management Process (PMP) to help managers and staff prepare their annual educational plans. With dates now provided for all courses in this calendar, it is essential that once a staff member has received confirmation that he/she has been accepted on a course that the travel and work of that staff member be arranged to ensure attendance.

Units will be charged for attendance at established courses and seminars. Details of the chargeback policy and arrangements are available from Chief Administrative Officers.

This calendar mainly covers calendar year 1996. Future calendars will be issued to coincide with the PMP but the period will be up to the end of the following Bank fiscal year. In preparing training plans, staff and managers may assume that the courses shown in this calendar up to June 30, 1996, will be repeated in the period up to June 30, 1997, on roughly the same dates.

For inquiries concerning any of the courses in this calendar please contact:

Learning and Leadership Center

Fax: 202-522-2619

Internet: LLC@worldbank.org

Economics

Yahaya Doka, ext. 82147/ Alfred Thieme, ext. 85657

Finance

Yahaya Doka, ext. 82147/Fareeba Mahmood, ext. 36626

Private Sector Development

Yahaya Doka, ext. 82147/Fareeba Mahmood, ext. 36626

Environment

Urban

Hoveida Nobakht, Training Officer, ext. 36621

Infrastructure

Human Resources Sector

Public Sector Management

Sukai Prom-Jackson, Training Officer, ext. 34752

Bank Operations & Portfolio

Management

Please note this calendar does not cover the following:

- **Languages** (for details of specific language courses, contact Ms Janie Stokes at ext. 36640 or jstokes@worldbank.org)
- **Communications** (for details of specific communications courses, contact Ms. Edie McFadden at ext. 30923 or emcfadden@worldbank.org)
- **Harassment** (for information on harassment courses, contact Ms. Mary Brady at ext. 30918 or mbrady@worldbank.org)
- **Generic Courses** (for information on:
 - Procurement -- contact Ms. June Kim at ext. 30945 or jkim@worldbank.org
 - Disbursement -- contact Ms. June Kim))
- **Regional or Specialist Vice Presidency Courses** - contact the training specialist in your vice-presidency

All of the above individuals can be contacted by fax at (202) 522-2619.

II. Contents of the Calendar

The Calendar is organized into the following categories:

- Professional Development Seminars
- Economics
- Financial Sector
- Finance
- Private Sector Development
- Environment, Urban & Infrastructure
- Human Resources Sector: Education and Population, Health & Nutrition
- Public Sector Management
- Bank Operations and Portfolio Management

III. Selecting a Course

Determine whether your learning objectives match those described for the courses in which you are interested. You and your manager should then discuss:

- how suitable the course is for your educational needs
- your expectations for a change in skills or knowledge
- the opportunities you will have to apply or practice what you learn
- what arrangements are necessary to release you from your regular responsibilities for the duration of the course

IV. Calendar and Course Content

It is hoped to keep the dates shown in this Calendar. Inevitably it will be necessary to change some dates. Date, courses, and other details can be checked by accessing All-In-One\IS, 9, 8, 3.

V. Arranging to Participate

Your manager is responsible for nominating you through your department training coordinator for courses described in this Calendar.

VI. Placing Participants

The LLC places participants in course sessions as it receives nominations. LLC distributes the number of training slots so that each department gets a fair share. If the number of staff nominated exceeds the number of slots in a given session, LLC places participants according to the priority assigned to them by their manager.

VII. Attending the Course

Once you have arranged for a place in a course, you are responsible for attending. If you are unable to attend a course after arrangements have been made, please contact the LLC at once so that someone else can benefit from the course.

VIII. Late Cancellation and No-Show Policy

A cancellation fee will be calculated for each course and seminar organized by the LLC. The cancellation fee for each course is detailed in the All-In-One "No Show Policy" (see IV above).

IX. The fee will be applied as follows:

Cancellation Fee

Courses on chargeback:

Cancellation fee:	Published course fee
No-show:	full fee (unless a suitable replacement is presented)
Partial Show:	full fee
Late Cancellation:	full fee (unless a suitable replacement is presented)
Early Cancellation:	no fee

Courses not on chargeback:

Cancellation fee:	Rate of \$200 per training day, factored for the duration of the course	
No-show:	full fee (unless a suitable replacement is presented)	
Partial Show:	-- if attended 50% or more of course duration:	no fee
	-- if attended less than 50% of course duration:	full fee
Late Cancellation:	full fee (unless a suitable replacement is presented)	
Early Cancellation:	no fee	

Training Days Recorded for Course Attendance

Attendance Status:

- Full Show: course duration training days
- Partial Show:
- attendance of 50% or more of course duration: actual training days attended
 - attendance of less than 50% of course duration: no training days
- No Show: no training days

For some of the major programs, a cancellation fee will be charged unless the cancellation is received five weeks before the commencement of the course. This is necessary because the program is delivered in collaboration with an external institution and the contractual arrangements require payments. Such arrangements will be specifically detailed in All-In-One (see IV above)

CODE	COURSE TITLE	START	END
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MARCH

ECON5	ECONOMICS OF POVERTY	3/4/96	3/6/96
FIN39	TREASURY FUNDING AND RISK MANAGEMENT	3/4/96	3/6/96
ITP1	INTRODUCTION TO BANK OPERATIONS	3/4/96	3/7/96
HRP42	ECONOMIC ANALYSIS: RATES OF RETURN OF EDUCATION PROJECTS -- MODULE B:	3/5/96	3/5/96
PSD10	PRIVATE PARTICIPATION IN INFRASTRUCTURE: PRINCIPLES AND TECHNIQUES	3/5/96	3/7/96
ECON35	SEMINAR FOR MIDDLE MANAGERS ON SKILLS & PROCESS OF ENSURING QUALITY	3/11/96	3/12/96
FIN49	BOND MARKETS: FIXED-INCOME ANALYSIS	3/11/96	3/15/96
ITP3	PROJECT PREPARATION AND LOAN FINANCING: QUALITY AT ENTRY COURSE	3/11/96	3/15/96
PHN38	DECENTRALIZING EDUCATIONAL SERVICES: ISSUES AND STRATEGIES	3/11/96	3/13/96
PSD11	COMPETITION AND REGULATION IN INFRASTRUCTURE: CONCEPTS AND APPLICATIONS	3/12/96	3/14/96
ITP9	DEVELOPMENT OUTCOMES AND THE REVISED FORM 590	3/15/96	5/30/96
FIN52	IBRD FINANCIAL PRODUCTS: SINGLE CURRENCY LOANS	3/20/96	3/20/96
ECON33	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS-TEAM LEADERS	3/25/96	3/27/96
ECON34	SEMINAR FOR ANALAYS & EVALUATION OF INVESTMENT PROJECTS - ECONOMIST	3/28/96	3/29/96
HRP43	ECONOMIC ANALYSIS: RATES OF RETURN OF EDUCATION PROJECTS -- MODULE C: ECONOMIC	3/28/96	3/28/96
PSD26	PRIVATIZATION AND OWNERSHIP DIVERSIFICATION	3/28/96	3/29/96

APRIL

FIN55	ACCOUNTING AND FINANCIAL ANALYSIS	4/1/96	4/12/96
FIN45	PROJECT FINANCE AND THE WORLD BANK GUARANTEE	4/2/96	4/4/96
HRP43	THE ROLE OF THE FINANCIAL SYSTEM IN ECONOMIC GROWTH: MODULE I	4/8/96	4/26/96
ECON8	ECONOMICS OF HUMAN RESOURCES & DEVELOPMENT	4/9/96	4/11/96
FIN29	FINANCIAL RESTRUCTURING IN COUNTRIES UNDERGOING ECONOMIC LIBERALIZATION	4/9/96	4/9/96
FIN30	FINANCIAL SECTOR DEVELOPMENT AND POLICY IN ECONOMIES IN TRANSITION	4/11/96	4/11/96
ECON41	INTRODUCTION TO THE IMF SEMINARS FOR COUNTRY ECONOMISTS	4/15/96	4/17/96

CODE	COURSE TITLE	START	END
ENV21	PROTECTED AREAS, NATURAL HABITATS AND ECOSYSTEMS	4/15/96	4/15/96
FIN58	CAPITAL MARKETS AND THEIR DEVELOPMENT	4/15/96	4/24/96
PHN34	PROCUREMENT OF CONTRACEPTIVES, PHARMACEUTICALS AND VACCINES	4/15/96	4/16/96
ENV25	ENVIRONMENTAL ASSESSMENT IN FINANCIAL INTERMEDIARY LENDING FOR INDUSTRY:	4/16/96	4/16/96
ENV1	FUNDAMENTALS OF ENVIRONMENTAL MANAGEMENT	4/17/96	4/18/96
ENV9	ENVIRONMENTAL ASSESSMENT FOR ENERGY, INDUSTRY AND INFRASTRUCTURE	4/17/96	4/17/96
PHN33	PERFORMANCE MONITORING & EVALUATION INDICATORS FOR POPULATION & REPROD. HLTH	4/18/96	4/19/96
FIN57	FIN. ECON. MODULE 1: THEROLE OF FINANCIAL SYSTEM IN ECONOMIC GROWTH	4/22/96	5/20/96
ITP1	INTRODUCTION TO BANK OPERATIONS	4/22/96	4/25/96
UD5	URBAN ENVIRONMENTAL STRATEGIES AND ACTION PLANS	4/22/96	4/24/96
ENV3	VALUATION OF ENVIRONMENTAL PROJECTS	4/23/96	4/24/96
PSM1	GOVERNMENT RESOURCE ALLOCATION AND FINANCIAL MANAGEMENT	4/23/96	4/24/96
FIN52	IBRD FINANCIAL PRODUCTS: SINGLE CURRENCY LOANS	4/24/96	4/24/96
OED5	PROGRAM EVALUATION AND COST-BENEFIT ANALYSIS	4/30/96	4/30/96
MAY			
ENV20	FORESTS, NATURAL HABITATS AND ECOSYSTEMS MANAGEMENT	5/6/96	5/6/96
FIN17	INTERNATIONAL FINANCIAL MARKETS	5/6/96	5/9/96
FIN50	INTEREST RATE DERIVATIVES	5/6/96	5/9/96
PSD22	MICROFINANCE	5/6/96	5/7/96
ECON26	FISCAL DECENTRALIZATION IN DEVELOPING COUNTRIES	5/7/96	5/8/96
ESP3	ANALYTICAL TOOLS FOR EDUCATION PLANNING, IMPLEMENTATION, MONITORING	5/13/96	5/14/96
ECON14	TRADE POLICY REFORM AND RELATED INDUSTRIAL SECTOR ISSUES	5/14/96	5/16/96
PSD11	COMPETITION AND REGULATION IN INFRASTRUCTURE: CONCEPTS AND APPLICATIONS	5/14/96	5/16/96
ITP6	STRATEGIC PROJECT MANAGEMENT	5/15/96	5/17/96
PSD13	SMALL AND MEDIUM SIZED ENTERPRISES (SME) DEVELOPMENT	5/15/96	5/16/96
ENV4	ECONOMYWIDE POLICIES AND THE ENVIRONMENT	5/16/96	5/17/96
PHN35	CONTRACTING OUT OF HEALTH SERVICES IN DEVELOPING COUNTRIES	5/16/96	5/17/96
ITP1	INTRODUCTION TO BANK OPERATIONS	5/20/96	5/23/96

CODE	COURSE TITLE	START	END
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PSD10	PRIVATE PARTICIPATION IN INFRASTRUCTURE: PRINCIPLES AND TECHNIQUES	5/21/96	5/23/96
FIN52	IBRD FINANCIAL PRODUCTS: SINGLE CURRENCY LOANS	5/23/96	5/23/96
ECON11	MACROECONOMIC ADJUSTMENT AND GROWTH	5/27/96	5/29/96
PHN36	RISK FACTORS AND THE BURDEN OF DISEASE	5/29/96	5/30/96
PSD24	BANKRUPTCY, REORGANIZATION, AND ENTERPRISE REFORM	5/29/96	5/30/96
OED6	AUSTRALIAN PROGRAM & POLICY EVALUATION FRAMEWORK: INSTITUTIONALIZING THE	5/2/96	5/2/96

JUNE

ECON4	DEBT AND INTERNATIONAL FINANCE	6/3/96	6/5/96
PHN37	ECONOMIC ANALYSIS IN HEALTH SECTOR OPERATIONS AND PROJECTS	6/3/96	6/3/96
PSD25	LABOR ISSUES IN PRIVATIZATION AND REFORM	6/3/96	6/4/96
FIN44	CENTRAL BANKING WORKSHOP	6/4/96	6/5/96
ITP4	PROJECT SUPERVISION AND IMPLEMENTATION	6/4/96	6/6/96
ECON10	PUBLIC EXPENDITURE WORKSHOP	6/6/96	6/6/96
HRP39	EDUCATION FINANCE AND EXPENDITURE	6/11/96	6/12/96
ECON33	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS-TEAM LEADERS	6/17/96	6/19/96
ENV2	INTRODUCTION TO ENVIRONMENT ECONOMICS	6/18/96	6/19/96
FIN52	IBRD FINANCIAL PRODUCTS: SINGLE CURRENCY LOANS	6/19/96	6/19/96
ECON34	SEMINAR FOR ANALAYS & EVALUATION OF INVESTMENT PROJECTS - ECONOMIST	6/20/96	6/21/96
PSM3	INSTITUTIONAL DEVELOPMENT AND PUBLIC MANAGEMENT: NEW APPROACHES AND PRACTICAL	6/26/96	6/26/96

JULY

ITP1	INTRODUCTION TO BANK OPERATIONS	7/8/96	7/11/96
FIN55	ACCOUNTING AND FINANCIAL ANALYSIS	7/15/96	7/26/96

CODE	COURSE TITLE	START	END
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AUGUST

ITP1	INTRODUCTION TO BANK OPERATIONS	8/5/96	8/8/96
ECON33	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS-TEAM LEADERS	8/19/96	8/21/96
ECON34	SEMINAR FOR ANALAYS & EVALUATION OF INVESTMENT PROJECTS - ECONOMIST	8/22/96	8/23/96

SEPTEMBER

FIN26	PAYMENT SYSTEMS: PRINCIPLES AND PRACTICES	9/11/96	9/12/96
ECON42	CIVIL SERVICE REFORM SEMINAR FOR SENIOR BANK MANAGERS	9/16/96	9/18/96
ECON9	PUBLIC EXPENDITURE ANALYSIS	9/16/96	9/20/96
FIN49	BOND MARKETS: FIXED-INCOME ANALYSIS	9/16/96	9/19/96
ITP1	INTRODUCTION TO BANK OPERATIONS	9/23/96	9/26/96
FIN41	PENSIONS AND FINANCE	9/26/96	9/26/96
ITP3	PROJECT PREPARATION AND LOAN FINANCING: QUALITY AT ENTRY COURSE	9/30/96	10/4/96

OCTOBER

FIN56	OVERVIEW OF FINANCIAL SYSTEMS	10/1/96	10/4/96
ECON41	INTRODUCTION TO THE IMF SEMINARS FOR COUNTRY ECONOMISTS	10/15/96	10/17/96
ECON33	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS-TEAM LEADERS	10/21/96	10/23/96
ITP1	INTRODUCTION TO BANK OPERATIONS	10/21/96	10/24/96
ECON34	SEMINAR FOR ANALAYS & EVALUATION OF INVESTMENT PROJECTS - ECONOMIST	10/24/96	10/25/96

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NOVEMBER

FIN50	INTEREST RATE DERIVATIVES	11/4/96	11/7/96
ENV5	ENVIRONMENTAL ASSESSMENT FOR AGRICULTURE STAFF	11/13/96	11/13/96
ITP1	INTRODUCTION TO BANK OPERATIONS	11/18/96	11/21/96
ITP10	IMPLEMENTATION MANAGEMENT OF DEVELOPMENT PROJECTS	11/11/96	11/15/96
ENV15	ENVIRONMENTAL MANAGEMENT AND PLANNING -- IMPLEMENTING NEAPS	11/20/96	11/20/96

DECEMBER

ECON33	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS-TEAM LEADERS	12/2/96	12/4/96
ECON34	SEMINAR FOR ANALYSIS & EVALUATION OF INVESTMENT PROJECTS - ECONOMIST	12/5/96	12/6/96
FIN22	CAPITAL AND BOND MARKETS IN EMERGING ECONOMIES	12/13/96	12/13/96
ECON13	TRADE POLICY REFORM WITH SPECIAL REFERENCE TO AGRICULTURE	12/16/96	12/18/96
FIN53	MEASURING MARKET RISK	12/16/96	12/18/96
ENV13	PRINCIPLES OF INTEGRATED COASTAL ZONE MANAGEMENT	12/17/96	12/18/96
FIN19	APPRAISAL OF COMMERCIAL BANKS--MODULE I: COMMERCIAL BANK ANALYSIS	12/17/96	12/19/96

FEBRUARY

ITP1	INTRODUCTION TO BANK OPERATIONS	2/24/97	2/27/97
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MARCH

ITP1	INTRODUCTION TO BANK OPERATIONS	3/24/97	3/27/97
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APRIL

ITP1	INTRODUCTION TO BANK OPERATIONS	4/21/97	4/24/97
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MAY

ITP1	INTRODUCTION TO BANK OPERATIONS	5/26/97	5/29/97
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PROFESSIONAL DEVELOPMENT SEMINARS

HUMAN RESOURCE PROFESSIONAL DEVELOPMENT SEMINAR (January 8-11, 1996)

This is an intensive four-day learning and networking event for over 400 HR sector staff. Participants from regional development Banks, the UN family, bilateral development agencies, and various NGOs are also invited. The activities include structured training modules, presentations by leading experts, open space, and poster sessions, and exhibits of products and tools pertinent to HR work.

Some features of this experiment:

- invitees include everyone at the Bank working in the HR sector (over 50 from resident missions will be joining).
- partner institutions (agencies, NGOs and more) are also being included--some 60 representatives have accepted.
- 36 "courses" of 3 to 6 hours each will be given, ranging from the basics for beginners to state-of-the-art seminars for the advanced.
- leading authorities from outside the Bank will be presenting (over 30 of them), coming from client countries and a wide range of other places.
- additional fora (symposia, "a knowledge fair", and "open space" sessions) will facilitate exchange of best practice.

URBAN SEMINAR (January 23 -24, 1996) (Joint with EDI)

This retreat will follow up on issues raised at last year's Urban Retreat. The theme of this year's retreat will be Future Approaches for Bank Urban Assistance which builds on promising directions for urban operations based on field experiences.

Working groups will focus on operational approaches to achieve the three main objectives of the Bank's urban assistance as articulated in the Urban Policy Paper: poverty reduction, environment and productivity. Each group will examine how to meet these objectives in the context of significant changes in the way urban issues are currently managed, i.e., more private sector involvement, decentralization, participatory and pluralistic decision making.

We have invited several borrowers to share their operational experiences and participate in the discussions. Break out sessions will explore emerging good practices and develop recommendations about future directions in urban work in the Bank.

This session is timely as the World Bank formulates its view of future assistance to cities for Habitat II in Istanbul this June.

ENERGY SEMINAR

(January 23 -24, 1996)

This symposium provides:

- an opportunity for energy sector staff to exchange lessons of recent experiences
- an avenue for feedback from our clients in the regions
- a focus on how to increase private sector participation in the energy sector

The symposium will complement the specialized training initiatives as well as field visits organized during the year.

FINANCE PROFESSIONALS FORUM

(February 7 -9, 1996)

The Forum is not a training seminar, although a new training curriculum will be introduced in it. The Forum will provide over 200 staff working in the financial areas throughout the Bank Group with a chance to meet as a professional community and learn from each other. It is also an opportunity to hear about critical issues in the field of finance--ideas that can help Bank staff facilitate sustainable economic development in partnership with client countries.

The following topics will be covered by leading practitioners, academics, senior Bank Group managers and staff:

- Current Issues in Financial Sector Reform
- Banking Crises--Preparation and Response
- New Frontiers in Risk Management
- Financial Intermediation Lending
- Capital Market Development
- Career Opportunities for Finance Professionals in the Bank Group

ECONOMISTS SEMINAR
(February 21-23, 1996)
(late May, early September and early December)

Organized in collaboration with the Economist Staffing Group, and with the expected participation of over 200 Bank economists, at the first forum this residential forum will primarily encourage networking and exchange of ideas among Bank economists. The activity, in its substantive content, will expose participants to the theoretical frontier, examples of "best practice," and principal messages emanating from Bank research.

In the first of this series, suggested topics for discussion are

- fiscal and debt sustainability (at the macro level)
- public expenditure work at the Bank (at the micro-macro level)
- project analysis (at the micro level).

The series will continue on varying topics for the entire community of Bank economists (an additional 800) in three subsequent sessions.

INTRODUCTION TO THE IMF: SEMINAR FOR COUNTRY ECONOMISTS
(Mid-April and Mid-October, 1996)

This Seminar stems from the highly successful session convened for senior Bank managers, who have recommended that it be a mandatory exercise for country economists. Designed jointly with the IMF Institute and EDI, each of these three-day residential seminars will provide a selected group of 80-100 country economists exposure to the operational practices of the Fund. Workshop sessions will include a hands-on iteration of an illustrative Financial Programming Framework.

**PRIVATE SECTOR DEVELOPMENT SEMINAR:
PROFESSIONAL NETWORKING CONFERENCE**
(April 15 - 17, 1996)

The conference will provide a forum for Bank Group staff working on PSD issues. The goal of the conference will be to foster a shared vision of private sector development in the Bank Group. Specifically, conference participants will be provided with the opportunity to:

- exchange information and knowledge;
- strengthen their network of PSD specialists and outside the Bank Group;
- review PSD trends worldwide and benchmark Bank Group activities;
- discuss future strategies for Bank Group-supported PSD.

The conference will be a residential program. It will be designed around 4-6 themes which will contain related modules. Participation in the modules will be limited to encourage discussion. The main themes include:

- Competitive strategies
- The changing role of the state
- Issues in privatization
- Private participation in infrastructure
- Issues in small and medium enterprises

SOCIAL SCIENTIST SEMINAR
(April 9-11, 1996)

This event is aimed at all social scientists in the Bank. The focus will be on "Social Foundations of Economic Development." Some issues to be addressed are strengthening civil society in peace and in post-conflict reconstruction, links to participation, governance, decentralization, and community based development.

A combination of plenaries, small workshops to apply the concepts, and a "tools" workshop will be used. There will be plenty of choices at different times (including repeat sessions) so Bank staff can learn about applications most relevant to their work. Poster sessions and other group activities will also be offered.

TRANSPORTATION SEMINAR

(April 9-11, 1996)

Designed for all transport staff, this seminar will focus on three key areas of the "Transport Sector Policy Review": economic, social, and environmental sustainability. However, the topics within each of these broad areas will be quite specific, as listed below

- Economic sustainability: private sector participation in transport.
- Social sustainability: the role of transport in poverty alleviation.
- Environmental sustainability: Are transport and environmental quality always in conflict?

The seminar structure is presentations, discussions and break out groups. For each session, the aim will be to have a presentation by an outside speaker and a presentation of a case study by a Bank staff member or Team Leader. The break out groups then will discuss issues and report the results of the discussion to the rest.

CIVIL SERVICE REFORM FOR SENIOR BANK MANAGERS

(Mid-September, 1996)

The Seminar will bring together senior Bank managers and developing country practitioners in workshops on formulating country strategy. Civil Service Reform will be the first theme. Arranged by the LLC, EDI, and the target audience, the course will explore issues of governance and institutional development.

POVERTY AND SOCIAL POLICY SEMINAR

(October 7 - 9, 1996)

This seminar is aimed at the professional development of staff who are required to include cutting-edge social policy issues in their work. The focus is cross-sectoral, with three broad themes targeted: (1) poverty reduction; (2) participation; (3) labor markets, pensions, and civil service reforms. Social assistance, social safety nets, vocational training, public sector management, post-conflict reconstruction and NGOs are some of the cutting-edge topics that will be discussed. Gender will be addressed in both the separate sessions, as well as integrated into each of these themes. Parallel modular sessions will permit participants to attend only those subjects of particular interest. An open-space forum will also allow for tabling topics of specific concern.

**"INTRODUCTION TO THE IMF" SEMINAR
FOR SENIOR BANK MANAGERS
(November 19-21, 1996)**

A repeat of the highly successful initiative launched in end-1995, this Seminar will provide Bank country directors, lead economists, and operations division chiefs an understanding of the underpinnings of IMF's operational practices.

This three-day residential seminar, organized in collaboration with the IMF Institute and EDI, will consist of workshop sessions on simulating an illustrative financial program through specially-prepared case studies.

ECONOMICS

DEBT AND INTERNATIONAL FINANCE (ECON4)

The objective is to familiarize staff with new approaches to analyzing external debt and international capital flows. On completing the course, the participants should be acquainted with the macroeconomics of external finance and risk management as well as the analysis of debt renegotiation, including debt and debt service reduction operations. As one of the core courses for Bank economists, the course aims to present both the lessons of country experience and the analytical foundations for Bank advice. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Country economists participating in the Bank's policy dialogue with borrowing members; other interested staff may attend if space is available.
Duration:	Three days
Co-sponsor:	IECDI
Prerequisites:	Graduate training in economics or finance
Dates:	June 3-5, 1996

ECONOMICS OF POVERTY (ECON5)

The objectives are to strengthen participants' knowledge about poverty alleviation in developing countries and to provide them with the analytical tools related to this issue. On completing the course, the participants should have a greater understanding of how sound economic and social sector policies are at the core of poverty alleviation, the consequences of different policies, program design and targeting, and the methodological issues involved in measuring poverty. Bank and external consultants will lead the course.

Target Group:	Country, sector, and technical economists and other staff who deal with the economics of poverty reduction
Duration:	Three days
Co-sponsors:	PRDPH, ESP
Dates:	March 4-6, 1996

ECONOMICS OF HUMAN RESOURCES AND DEVELOPMENT (ECON8)

The objectives are to inform participants about the standard concepts, models, and analytical tools economists use in the human resource areas of education, health, nutrition, and population and to place these within the institutional context of developing countries. On completing the course, the participants should be familiar with economic models of human resources, especially their relevance to growth and development; with analytical applications in each sector; and with gender-related issues. As one of the core courses for sector economists, it aims to present both the lessons of country experience and the analytical foundations of Bank advice. Bank staff and university economists will lead the course.

Target Group: Economists and managers concerned with issues in the human resources sector in developing countries.
Duration: Three days
Co-sponsor: HDD
Dates: April 9- 11, 1996

PUBLIC EXPENDITURE ANALYSIS (ECON9)

The objective is to provide a general introduction to public expenditure analysis. On completing the course, the participants should be acquainted with the financial structure of the main areas they are likely to encounter in conducting public expenditure reviews, including the civil service, operations and maintenance, the social sectors, targeting, economic infrastructure, and military spending, and basic issues relating to the role of public expenditure in development. As one of the core courses for Bank country economists, it aims to present both the lessons of country experience and the analytical foundations of Bank advice. Senior Bank economists, consultants, and distinguished outside speakers will conduct the course.

Target Group: Country economists involved in public investment and/or expenditure reviews and sector economists engaged in sector-specific expenditure analysis, Levels 22-25.
Duration: Three days
Co-sponsor: PRDPE
Dates: September 16-18, 1996

MACROECONOMIC ADJUSTMENT AND GROWTH (ECON11)

The objectives are to update participants' knowledge of recent theoretical and empirical work and to discuss relevant country experience. On completing the course, the participants will be familiar with standard open economy macroeconomic models; modern inter-temporal considerations; and recent work on consumption and saving, investment, indigenous growth, anti-inflation programs, sustainable government spending and financing programs, exchange rate management, and econometric developments in the estimation of trends in macroeconomic variables. As one of the core courses for Bank country economists, it aims to present both the lessons of country experience and the analytical foundations of Bank advice. Senior Bank and International Monetary Fund staff and academic economists will lead the course.

Target Group: Country economists participating in the Bank's policy dialogue with borrowing member countries; other interested staff may attend if space is available.

Duration: Three days

Co-sponsor: PRDMG

Prerequisites: Graduate training in economics and experience in country economic analysis

Dates: May 27-29, 1996

TRADE POLICY REFORM WITH SPECIAL REFERENCE TO AGRICULTURE (ECON13)

The objectives are to strengthen participants' knowledge and to provide them with analytical tools related to trade and related agricultural sector policies. On completing the course, the participants should have a better understanding of general trade policy reform issues, with the emphasis on agricultural sector issues, including the nature of world commodity markets, relative incentives between industry and agriculture, the stability of agricultural prices, agricultural taxation, marketing boards, food subsidies, and the processing of agricultural commodities. As one of the core courses for country and sector economists, it aims to present both the lessons of country experience and the analytical foundations of Bank advice. Senior Bank staff and non-Bank economists will conduct the course.

Target Group: Sector and country economists who design adjustment operations or who participate in the Bank's policy dialogue with borrowing member countries; other interested staff may attend if space is available.

Duration: Two and a half days

Co-sponsor: PRDTP

Prerequisites: Graduate training in economics and experience in country economic analysis.

Dates: December 16-18, 1996

TRADE POLICY REFORM AND RELATED INDUSTRIAL SECTOR ISSUES (ECON14)

The objective is to strengthen participants' knowledge and provide them with the analytical tools related to trade and related industrial sector policies. On completing the course, the participants will be familiar with exchange rate management, import liberalization, export development, the role of trade reform in macroeconomic adjustment programs, and how domestic practitioners address key policy reform issues based on lessons of experience. As one of the core courses for country and sector economists, it aims to present both the lessons of country experience and the analytical foundations for Bank advice. Senior Bank and outside economists will conduct the course.

Target Group: Sector and country economists concerned with designing adjustment operations or participating in the Bank's policy dialogue with borrowing members; other interested staff may attend if space is available.

Duration: Two and a half days

Co-sponsor: PRDTP

Prerequisites: Graduate training in economics and experience in country economic analysis

Dates: May 14-16, 1996

FISCAL DECENTRALIZATION IN DEVELOPING COUNTRIES (ECON26)

The objectives are to strengthen participants' knowledge and to provide them with the analytical tools related to decentralization and institutional reform in developing countries. On completing the course, participants should be familiar with federalism principles and best practices, including design of economic constitutions, division of powers and economic management, fiscal needs of subnational governments, intergovernmental transfers, regional equity and equalization transfers, loan finance, budget and planning processes, fiscal control mechanisms, political and community control mechanisms, finance and provision of infrastructure, health and education, management of natural resources and environment, and poverty reduction in a multilevel government framework. Several country and sector case studies will be presented. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Economists working on decentralization

Duration: Two days

Co-sponsor: PRDPE

Dates: May 7 - 8, 1996

**SEMINAR FOR ANALYSIS AND EVALUATION OF INVESTMENT PROJECTS--
TEAM LEADERS
(ECON 33)**

Objectives: (a) Strengthen the analytical skills of team leaders in applying and interpreting the financial and economic analysis of investment projects; (b) Screen out poor project proposals at an early stage of the project cycle; (c) Adequately structure a project in the wider economic, institutional, and social environment. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Team Leaders
Duration: Three days
Dates: February 5 -7; March 25 - 27; June 17-19; August 19 - 21; October 21-23; and December 2 - 4, 1996

**SEMINAR FOR ANALYSIS AND EVALUATION OF INVESTMENT PROJECTS--
ECONOMISTS
(ECON34)**

Objectives: (a) Strengthen the analytical skills of project economists in the financial and economic analysis of investment projects; (b) Identify and screen out poor projects early in the project cycle; (c) Assess the impact of a project on private and public income and expenditure flows; and (d) identify and value environmental costs and benefits of a project and, where relevant and possible, incorporate these into the economic analysis.

Target Group: Economists
Duration: Two days
Dates: February 8 - 9; March 28 - 29; June 20 - 21; August 22 - 23; October 24 - 25; and December 5 - 6, 1996

**SEMINAR FOR MIDDLE MANAGERS ON SKILLS AND PROCESS OF ENSURING
QUALITY IN PROJECT ANALYSIS
(ECON36)**

Objective: Facilitate exchange of knowledge and improve the ability of staff at Division Chief level to integrate quality into project lending.

Target Group: Middle managers
Duration: Two days
Dates: March 11 - 12, 1996

PUBLIC EXPENDITURE WORKSHOP (ECON37)

This workshop is designed to expose participants to the current thinking in research on public expenditure analysis. It will cover methods of analyzing the following features of public expenditure formulation: 1) equity (what are the roles, uses, and recent extensions to incidence analysis?); 2) efficiency (what can we say about intersectoral comparisons and assessments of social benefits?); and 3) the institutional context (what political and administrative structures are most conducive to sound policies in public expenditures?). Some special topics, such as foreign aid and public spending, project appraisal, and fiscal decentralization, will also be addressed.

Target Group: Lead economists and managers who need to guide and review public expenditure work as well as team leaders for PERs.
Duration: One day
Co-sponsor: PRDPE
Date: June 6, 1996

INTRODUCTION TO THE IMF SEMINARS FOR COUNTRY ECONOMISTS (ECON41)

The course stems from the highly successful experience of a seminar convened in 1995 for senior Bank managers, who have subsequently mandated this exercise for country economists. To be designed jointly with the IMF Institute and EDI, the residential seminars will provide 80-100 country economists with exposure to the operational practices of the Fund. The course will consist of workshop sessions and hands on use of an illustrative Financial Programming Framework.

Target Group: Country Economists
Duration: Three days
Co-Sponsor: IMF and EDI
Dates: April 15-17, 1996
October 15-17, 1996

CIVIL SERVICE REFORM SEMINAR FOR SENIOR BANK MANAGERS (ECON42)

The seminar will bring together senior Bank managers and developing country practitioners in interactive workshops on country strategy formulation. Civil Service Reform offers first such theme; and the LLC, together with EDI and the target audience, are working on giving tangible shape to its structure and content; e.g., exploring issues of governance and institutional development.

Target Group:	Senior Bank managers
Duration:	Two days
Dates:	September 16-17, 1996

FINANCIAL SECTOR

BOND MARKETS: FIXED-INCOME ANALYSIS (FIN49)

This course is designed to provide a thorough grounding in the language and concepts of fixed-income securities analysis. On completing the course, participants should have an understanding of default-free government bonds, which can serve as the building blocks of more complicated corporate and derivative securities. Participants should also be able to understand how risk-free instruments are priced in an efficient market, how their price risk can be assessed, and how bond portfolios can be structured to achieve desired hedging and risk characteristics. The course will be conducted by a professor from a leading university.

Target Group: FOD staff and for other Level 18 and above Bank staff working in finance in the Bank.
Duration: Five days
Co-sponsor: FOD
Dates: March 11 - 15, 1996; September 16-20, 1996

INTEREST RATE DERIVATIVES (FIN50)

The objective of this course is to broaden participants' understanding of interest rate derivatives. On completing the course the participants should have an improved understanding of when interest rate risk can be hedged by using swaps, caps and floors, and swap options. The course will be conducted by a professor from a leading university.

Target Group: FOD staff and for other Level 18 and above Bank staff working in finance in the Bank.
Duration: Five days
Co-sponsor: FOD
Dates: May 5 - 9, 1996; November 4-8, 1996

IBRD FINANCIAL PRODUCTS: SINGLE CURRENCY LOANS (FIN52)

The objective of this orientation seminar is to provide an overview of the financial terms of IBRD loan products and related operational procedures under the expanded single currency loan (SCL) program. Upon completing the course, participants will have a wider understanding of the range of loan products offered by IBRD, the importance of good product delivery so that borrowers can make informed decisions to reduce their financial risks, and what institutional support is available. The seminar will be conducted by members of the Bank's SCL resource team.

Target Group: Operational staff, particularly country officers, country economists, project advisers, financial analysts, and team leaders; LEG staff; and LOA staff.
Duration: One half-day
Co-sponsor: FRSFP
Dates: February 21, 1996; March 20, 1996; April 24, 1996; May 23, 1996; and June 19, 1996

MEASURING MARKET RISK (FIN53)

The objective of this course is to give participants an overview of recent developments in financial risk management. On completing the course, participants will better understand the need for risk management, measuring risk with one and many financial variables, implementation of the value at risk (VAR) system (a benchmark for measuring market risk), and the limitations of VAR. The course will be conducted by a professor from a leading university.

Target Group: FOD staff and for other Level 18 and above Bank staff working in finance in the Bank.
Duration: Three days
Co-sponsor: FOD
Dates: December 16-18, 1996

ACCOUNTING AND FINANCIAL ANALYSIS (FIN55)

This course will cover accounting, auditing, financial analysis and using financial statements to reflect and understand enterprise performance, position and prospects. The course will be offered in a 10-day intensive program.

Target Group: All financial sector team leaders and team members.

Duration: 10 days

Date: July 15-26, 1996

OVERVIEW OF FINANCIAL SYSTEMS (FIN56)

This course will start with the basic roles of a financial system and show how these roles are met in different institutional and economic arrangements internationally. The course will review basic financial policy (monetary control, regulatory issues, supervision and the links between the banks and the budget). The course will include case studies drawn from World Bank operations.

Target Group: All financial sector team leaders and team members.

Duration: 10 Days

Date: October 1-15, 1996

FINANCIAL ECONOMICS MODULE 1: THE ROLE OF FINANCIAL SYSTEM IN ECONOMIC GROWTH (FIN57)

The objective of this course is to upgrade participants' understanding of the role of the financial sector and financial sector policies in economic development. On completing the course, the participants should understand the conceptual framework and empirical evidence regarding the ties between the financial sector and economic development and the economic reasons for and against government intervention in the financial system. On policy, the course will draw examples from capital requirements, deposit insurance, and consolidated supervision of financial conglomerates.

Target Group: Staff seeking to upgrade their understanding of the role of the financial sector and financial sector policies in economic development and financial crises.

Duration: One month (2 hour sessions over a period of 18 days)

Prerequisites: Participants should have two or more years of graduate economics training.

Date: April 22 - May 20, 1996

CAPITAL MARKETS AND THEIR DEVELOPMENT (FIN58)

The objective of this course is to upgrade participants' understanding of the role of capital markets in the economy and the key issues in the development of capital markets. The course will begin with an overview of the dynamic linkages between the financial sector and real sector development, the flow of funds in an economy and the role of debt and equity markets, and an international comparison of structures of financial systems and capital markets. The body of the course will cover market infrastructure, issuers and instruments, investors and intermediaries, and regulation and supervision.

Target Group: Staff who seek to upgrade their understanding of the role and development of capital markets.
Duration: Ten days
Co-Sponsor: PSD
Dates: April 15-26, 1996

FINANCE

INTERNATIONAL FINANCIAL MARKETS (FIN17)

The objective is to update participants' knowledge of the latest developments in international financial markets, including those in the currency, bond, and commercial credit markets, and to familiarize them with trends in the international banking system. On completing the course, the participants will have gained an understanding of the new international financial environment, including international financing techniques and banking issues. The course will be led by university professors who are knowledgeable about the Bank.

Target Group: Staff who deal with finance-related problems and who analyze financial data and their implications for policy decisions
Duration: Four days
Dates: January 16 - 19, 1996; May 6-9, 1996

CAPITAL AND BOND MARKETS IN EMERGING ECONOMIES (FIN22)

The objective is to familiarize participants with the basic concepts and issues underlying capital market development. On completing the course, the participants should understand the principal policies and institutions related to capital markets; be able to evaluate the significance of the legal, fiscal, and regulatory environments in capital market development; and have a grasp of how relevant issues, policies, and institutions vary from country to country. This course will be led by consultants and Bank staff.

Target Group: Operational staff dealing in capital and bond market issues
Duration: One day
Date: December 13, 1996

PAYMENT SYSTEMS: PRINCIPLES AND PRACTICES (FIN26)

The objective is to familiarize participants with the concept of payments systems, payment risks, and the conceptual design and implementation of such systems. On completing the course, the participants should be able to advise on improving and developing payment systems, especially in the economies in transition. Senior Bank and International Monetary Fund staff and academics will run the course.

Target Group: Bank staff leading or participating in financial sector operations who are interested in adding a payment system component to technical assistance or to financial institution development loans.
Duration: Two days
Co-sponsor: FSD
Date: September 11-12, 1996

FINANCIAL RESTRUCTURING IN COUNTRIES UNDERGOING ECONOMIC LIBERALIZATION

(FIN29)

The objective is to improve participants' understanding of the main problems of financial restructuring in countries that embark on economic liberalization. On completing the seminar, the participants should be able to identify the factors that need to be taken into account when restructuring financial systems, formulate appropriate policies, and design a framework for the effective and speedy implementation of the policies. Senior Bank staff with external experts will lead the discussion.

Target Group: Operational staff dealing with financial restructuring issues
Duration: One day
Co-sponsors: Asia and LAC regions
Dates: April 9, 1996

FINANCIAL SECTOR DEVELOPMENT AND POLICY IN ECONOMIES IN TRANSITION

(FIN30)

The objective is to enhance participants' understanding of the problems facing the implementation of financial sector reforms and policy changes in the former centrally planned economies. On completing the seminar, the participants will have a broader understanding of the differences between countries in transition and developing countries aiming to develop and diversify their economies. The course will be led by consultants and Bank staff.

Target Group: Operational staff working on financial sector issues
Duration: One day
Dates: April 11, 1996

STRATEGIC RESTRUCTURING OF DISTRESSED COMPANIES (FIN33)

The objective is to present the issues, vocabulary, and techniques that staff must understand when evaluating underperforming enterprises. On completing the course, the participants will have a wider understanding of the relationship between privatization and restructuring, based on both a conceptual framework and practitioners' field experiences, and of such topics as turnaround management, capital reorganization, restructuring strategy, and the establishment of competitiveness. A senior staff member of an industrial restructuring corporation will lead the course.

Target Group: All Bank staff working directly with restructuring and privatization projects.
Duration: Three days
Co-sponsor: PSD
Dates: February 27 - 29, 1996

TREASURY FUNDING AND RISK MANAGEMENT (FIN39)

The objectives of the course are to introduce participants to the basic concepts underlying banking institutions' treasury functions and balance sheet management involving treasury funding, investing, hedging and arbitrage principles and practices in global context; and to explore and discuss the products used to manage macro, micro, and funding risks, and the key components that influence tactical and strategic activities. Senior staff from a leading investment firm will lead the course.

Target Group: Financial and economic staff, preferably those with some understanding of the basic principles underlying foreign exchange markets, including the relationship between interest rate differentials and the forward exchange markets
Duration: Three days
Dates: March 4 - 6, 1996

PENSIONS AND INSURANCE (FIN41)

The objectives of this course are to review the operations of pension funds and insurance companies and their economic and financial impact on the economy; and to review the requirements of an effective regulatory and supervisory framework. Senior World Bank and external presenters will lead the course.

Target Group: Team Leaders of financial sector operations who are responsible for assessing the role of non-Bank financial intermediaries in mobilizing and allocating savings and promoting more sophisticated, competitive and efficient financial systems.

Duration: Two days

Co-sponsor: FSD

Prerequisites: Ideally participants should have experience in managing financial sector operations or studies and should have attended the financial sector seminar organized in the past by CECFP (or similar experience).

Dates: September 26-27, 1996

CENTRAL BANKING WORKSHOP (FIN44)

The objective of the workshop is to familiarize participants with the typical and changing roles, organization structures, and relationships that apply to central banks in mature, reasonably well developed, and developing economies. On completing the course, the participants will have the knowledge to discuss and identify the need for central bank institutional strengthening and financial sector infrastructural improvements that require central bank leadership in client countries. Senior World Bank, central bank, and IMF staff will lead the workshop discussions.

Target Group: Bank staff who lead or participate in financial sector operations and who interact with central bank personnel.

Duration: Two days

Co-sponsor: FSD

Dates: June 4 - 5, 1996

PROJECT FINANCE AND THE WORLD BANK GUARANTEE (FIN45)

The objective is to increase participants' understanding (a) the process of creating a financial and contractual structure for project financing and (b) using the World Bank Guarantee as a tool for mobilizing commercial resources for projects. On completing the course, the participants will be familiar with the various aspects of project analysis and funding, and the World Bank Guarantee. Speakers from the World Bank Group and external firms will conduct the course.

Target Group:	Operational staff, in particular the managers and task managers with responsibility for infrastructure projects.
Duration:	Three days
Co-sponsor:	CFSPF/ISC
Dates:	April 2 - 4, 1996

PRIVATE SECTOR DEVELOPMENT

SMALL AND MEDIUM SIZED ENTERPRISES (SME) DEVELOPMENT (PSD13)

The objective is to present the instruments and operational means for supporting SMEs. This course will begin by defining SMEs, reviewing the opportunities and constraints they face, and discussing why the Bank should or should not be supporting them. Bank products to support SMEs will be examined and a discussion will be held on the need for new lending and non-lending products to support small businesses in developing countries. Specific issues to be discussed are legal and regulatory constraints faced by SMEs, financing (including credit, leasing, venture capital), and business services (including training, networks, and match-making). The course will include a case study on small business finance through formal banking systems. Bank staff and external consultants will lead the course.

Target Group: Operational staff working on PSD projects
Duration: Two days
Co-sponsor: PSD
Dates: May 15-16, 1996

COMPETITIVE ANALYSIS AND STRATEGY (PSD16)

This course will result in participants having an understanding of the concepts and methods for analyzing and improving the productivity of firms and industries, and thus the competitiveness of economies of countries, through market-oriented reforms and incentives. It provides participants with the diagnostic tools to assess the current state of industrial competitiveness, impediments to it, and opportunities to improve. The course will be led by Bank staff and external consultants.

The course has four parts, each of which introduces concepts and methods and illustrates them with case studies:

- 1) **Assessing the Competitive Environment for Business**
How to conduct a business environmental audit and what is important from the World Bank perspective.
- 2) **Evaluating the State of Competition**
An introduction to competition--what are the desirable characteristics of competitive markets in terms of ease of entry and exit, firm behavior, and market structure. How to evaluate the state of competition--defining and applying competitiveness indicators and international benchmarking.
- 3) **Formulating and Implementing an Integrated Competition Policy**
This section examines elements that add benefits to trade and price liberalization: (a) the influence of economic policy on competitiveness; (b) effective design of competition law and regulation, and (c) the design of supportive institutions, such as competition agencies.
- 4) **Achieving Competitiveness**
Using the tools of the environmental audit, competition evaluation, cluster analysis and consultation to increase competitiveness. Promoting international competitiveness through export development, international linkages and technology diffusion.

Target Group:	The course is intended for operational staff dealing with private sector development issues. The course is taught by outside experts from academia and leading private consulting firms and by World Bank staff.
Duration:	Two days
Co-sponsors:	PSD (Competition and Strategy Group)
Dates:	February 27-28, 1996

MICROFINANCE (PSD22)

The objective of this course is to address the conceptual framework for microfinance--the economic and financial rationale. The course will include discussion of how microfinance programs are organized and run and review Bank-assisted and non-Bank funded programs. Sessions will be dedicated to (a) how to identify good programs, (b) how to design World Bank projects or components to support microfinance programs and financial intermediaries, (c) how to select financial and non-financial products (hard/soft credit, donations, start-up or expansion capital, technical assistance) that can assist microfinance institutions and when each is appropriate, and (d) how to monitor progress of the program. A case study will allow participants to apply knowledge gained. Bank staff and external consultants will lead the course.

Target Group: Team Leaders and operational staff working on PSD issues
Duration: Two days
Co-sponsors: PSD, CGAP, and FSD
Date: April 23-24, 1996

BANKRUPTCY, REORGANIZATION, AND ENTERPRISE REFORM (PSD24)

The objective is to examine the full spectrum of tools needed by developing countries to help both state-owned and private enterprises become more efficient--or exit from the marketplace--when they are debt-ridden. It will

- (i) examine bankruptcy policy, practices and trends in developed and developing countries;
- (ii) use actual case studies of enterprise restructuring in World Bank client countries to demonstrate restructuring methodology and practice;
- (iii) discuss experience in selected Bank-financed projects with enterprise isolation exercises (hospitals) in conjunction with a more formal bankruptcy regime; and
- (iv) present best practices and the next steps to ensure effective procedures for dealing with distressed enterprises.

Senior Bank staff and external experts will lead the course.

Target Group: Level 22 to 25 staff working on PSD issues
Duration: Two days
Co-sponsor: PSD
Date: May 29-30, 1996

LABOR ISSUES IN PRIVATIZATION AND REFORM (PSD25)

The objective is to examine the critical questions in any reform program of how to deal with redundant labor and how to obtain the support of key stakeholder groups such as labor. The seminar will open with a brief overview of the economic, political and social reasons why labor is an important feature that must be addressed early in the design of a reform program. Empirical evidence on the labor market impact of privatization, disaggregated by sector and type of enterprise, will be presented. The next sessions will cover in detail elements of a labor adjustment strategy: labor force downsizing prior to privatization; employment guarantees; voluntary departure/early retirement schemes; forced layoffs and use of severance pay; redeployment/retraining mechanisms; employee ownership options; and divestment of social assets.

Case studies will be presented wherever possible, drawing from countries in all regions, including transition economies. In addition to Bank staff, outside practitioners will be invited as speakers and discussants.

Target Group: Task managers and other interested Bank staff involved in privatization and enterprise reform
Duration: Two days
Co-sponsor: PSD
Date: June 3-4, 1996

PRIVATIZATION AND OWNERSHIP DIVERSIFICATION (PSD26)

The objective is to introduce participants to privatization methods and techniques to diversify ownership after privatization. Cases from Eastern Europe, Bolivia, Africa and Malaysia will be examined. The role of the Bank Group in privatization and ownership diversification will be discussed and a case study will allow participants the opportunity to apply knowledge gained during the course. Bank staff and external consultants will lead the course.

Target Group: Operational staff working on transitional economies in Asia, privatization in Africa and mass privatization issues in Eastern Europe and FSU countries.
Duration: Two days
Co-sponsors: PSD
Dates: March 26-27, 1996

ENVIRONMENT, URBAN & INFRASTRUCTURE

FUNDAMENTALS OF ENVIRONMENTAL MANAGEMENT (ENV1)

The objectives of this seminar are to

- examine the interactions between ecosystems and development;
- review the concept of sustainable development and its implications;
- identify the causes of market failures and the appropriate policies to address externalities; and
- suggest specific solutions such as environmental assessment, pollution control, preservation of biodiversity, and social measures like resettlement and rehabilitation of affected populations.

The course is designed and conducted by experienced Bank staff and external experts on the subject:

Target Group: All Bank staff who have had no formal training in environmental sciences and who need to strengthen their understanding of environmental issues and the Bank's environmental policies.

Duration: Two days

Co-sponsor: ENV

Dates: February 12-13, 1996; April 17-18, 1996

INTRODUCTION TO ENVIRONMENTAL ECONOMICS (ENV2)

The objectives of this seminar are to

- provide an overview of environmental economics, and how it is used at the Bank;
- examine techniques for valuing alternative policy strategies in an environmental context;
- review the application of economic instruments to issues like pollution control;
- clarify the links between sustainability and natural resource economics; and
- explain what role economic incentives can play in producing efficient and sustainable outcomes.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Bank economists and other staff who would like to improve their understanding of current issues in environmental economics theory and practice.

Duration: Two days

Co-sponsor: ENV

Dates: June 18-19, 1996

VALUATION OF ENVIRONMENTAL PROJECTS (ENV3)

The objectives of this course are to:

- provide an overview of economic valuation methods;
- clarify distinctions between "brown" and "green" environmental issues and which techniques are best suited to study their impacts; and
- discuss selected country case studies with descriptions of methods used to study environmental impacts.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: The course is intended for Bank staff who are familiar with the basic concepts of the project economic analysis but would like to improve their ability to do economic analysis of environmental impacts of projects. Team Leaders from operations are particularly encouraged to take this course.

Duration: Two days
Co-sponsor: ENV
Dates: April 23 - 24, 1996

ECONOMYWIDE POLICIES AND THE ENVIRONMENT (ENV4)

The objective is to examine the relationship between environmental considerations and macroeconomics. On completing the course, the participants will have reviewed sectoral analyses using standard economic principles and discussed the role of economic incentives and public expenditure policies in harmonizing short- and long-term objectives.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Bank economists and project staff
Duration: Two days
Co-sponsor: ENV
Dates: May 16 - 17, 1996

ENVIRONMENTAL ASSESSMENT FOR AGRICULTURE STAFF (ENV5)

The objective is for participants to gain an understanding of the main provisions of the Bank's operational directive on environmental assessment (EA). The participants will be shown how to apply EA requirements to agricultural projects and how to use EA guidelines to address such issues as the impact of pesticides, dams and reservoirs, and rural roads. The importance of institutional and social issues in EA work will be stressed throughout the course.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Agriculture staff
Duration: One day
Co-sponsor: ENV
Dates: November 13, 1996

ENVIRONMENTAL ASSESSMENT FOR ENERGY, INDUSTRY AND INFRASTRUCTURE (ENV9)

The objective is for participants to gain an understanding of the main provisions of the Bank's operational directive on environmental assessment (EA). The participants be shown how to apply EA requirements to industry and energy projects and how to use EA guidelines to address such issues as the impacts of hazardous materials, electric power transmission systems, oil and gas projects, and power generation systems. The importance of institutional and social issues in EA work will be stressed throughout the course.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Financial Sector
Duration: One day
Co-sponsor: ENV
Dates: April 17, 1996

INVOLUNTARY RESETTLEMENT AND REHABILITATION (ENV11)

The objective is to provide the tools for task managers and other relevant staff to design and implement involuntary resettlement programs. The course introduces the Bank's policy, assesses Borrower practice over time in implementing it, and shares best practice. On completing the course, the participants will know how to define affected populations estimate the costs of compensation and resettlement, prepare a resettlement plan, monitor progress, find appropriate expertise, and address practical problems.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Team Leaders on ongoing and pipeline projects involving involuntary resettlement, and others seeking deeper knowledge of best practice in resettlement

Duration: Three days

Co-sponsor: ENVSP

Dates: May 13-15, 1996

PRINCIPLES OF INTEGRATED COASTAL ZONE MANAGEMENT (ENV13)

The objective is to introduce the basic principles, policy issues, and management approaches related to integrated coastal zone management (ICZM). On completing the course, the participants will have analyzed such ICZM-related issues as increasing human demands on coasts, institutional arrangements, biophysical considerations, sociocultural dimensions, and cross-sectoral coordination.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Environment and agriculture staff

Duration: One and a half days

Co-sponsor: ENV

Dates: December 17-18, 1996

ENVIRONMENTAL MANAGEMENT AND PLANNING -- IMPLEMENTING NEAPS (ENV15)

The objective is to enhance participants' knowledge of the basic principles of biodiversity and forest ecology. On completing the course, the participants will understand how to measure the impact of extractive activities on biodiversity and forest ecology and how to integrate ecological knowledge with forest management practices, including social and indigenous forestry and its role in biodiversity.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Environment, forestry, and agriculture staff
Duration:	One day
Co-sponsor:	ENV
Dates:	November 20, 1996

ENVIRONMENTAL INFORMATION SYSTEMS (ENV16)

The objective is to familiarize participants with environmental information systems. On completing the course, the participants will have improved their ability to design and implement projects through a more systematic use of environmental information. They will also gain an understanding of data collection and information management technologies and how these can be incorporated in project design and management.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Environment, agriculture, infrastructure, industry, and energy staff
Duration:	One day
Co-sponsor:	ENV
Date:	February 29, 1996

FORESTS, NATURAL HABITATS AND ECOSYSTEMS MANAGEMENT (ENV20)

This course explores the role of forests, forestry, natural habitats, and ecosystems management in biodiversity conservation and environmentally sustainable development. The course will enable participants to initiate country dialogue and manage project formulation processes that aim to incorporate new forestry and ecosystem approaches in national forest management plans.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Team Leaders
Duration: One day
Co-sponsor: ENC
Date: May 6, 1996

PROTECTED AREAS, NATURAL HABITATS AND ECOSYSTEMS MANAGEMENT (ENV21)

This course explores the role of protected areas, natural habitats and ecosystems management in biodiversity conservation and environmentally sustainable development. The course will enable participants to initiate country dialogue and formulate projects leading to the development of a national biodiversity strategy and action plan and a national system of protected areas.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Team Leaders
Duration: One day
Co-sponsor: ENV
Dates: April 15, 1996

ENVIRONMENTAL ASSESSMENT IN FINANCIAL INTERMEDIARY LENDING FOR INDUSTRY: EMERGING GOOD PRACTICE (ENV25)

Financial intermediary lending (FIL) presents special challenges for designing and implementing a meaningful and cost-effective environmental assessment (EA) process. High numbers of subprojects that are usually unknown at the time of the Bank's appraisal; limited environmental regulatory and enforcement capabilities in-country; and lack of environmental capacity or interest on the part of the financial institutions involved --these are all factors that complicate efforts to ensure that subprojects are environmentally sound. This one-day seminar will discuss these challenges and present a number of real-life FIL case studies including from the IFC and the European Bank for Reconstruction and Development (EBRD) that in different ways have sought to overcome them. Environmental performance indicators for FILs will also be discussed.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Industry and PSD staff
Duration: One day
Co-sponsor: ENV
Dates: April 16, 1996

INDIGENOUS PEOPLES AND ECONOMIC DEVELOPMENT IN ASIA (ENV26)

This course will provide regional operational and legal staff with a set of concepts and approaches for implement the Bank's policy on Indigenous Peoples (OD 4.20) in the Asian context. Specific attention will focus on issues and experiences relating to:

- the identification of indigenous peoples and ethnic minority groups in specific country contexts;
- consultation and participation strategies;
- national legal and policy frameworks;
- culturally-appropriate benefit programs;
- the analysis of adverse impacts and the design of Indigenous Peoples Development Plans;
- performance indicators

Case materials drawn from Bank-financed projects in the Asia region will be used as illustrations.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	(a) Division Chiefs and Task Managers working on projects affecting indigenous peoples and ethnic minority groups in South Asia and East Asia and Pacific regions; (b) LEGSA and LEGEA staff working on Asian social and environmental issues; and (c) environmental and legal staff in IFC and MIGA
Duration:	One day
Co-sponsor:	ASTHR, ENVSP
Dates:	April 16, 1996

URBAN ENVIRONMENTAL STRATEGIES AND ACTION PLANS (UD5)

The objectives of this seminar are to

- Describe the phases for establishing local environmental priorities with an emphasis on multi-sectoral analyses and participation at the city level;
- Identify a range of interventions for Bank lending and technical assistance that respond to these priorities;
- Develop strategies that promote policy reform and build institutional capacity.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Urban and environmental staff
Duration: Three days
Co-sponsor: TWU
Dates: April 22-24, 1996

PRIVATE PARTICIPATION IN INFRASTRUCTURE: PRINCIPLES AND TECHNIQUES (PSD10)

The course is part of the sector-wide core curriculum for sector staff. It is primarily intended for Infrastructure Team Leaders who are responsible for assessing options for expanding private sector participation in transport, water, urban services, energy, and telecommunication.

The objectives of this course are to:

- enhance participants' understanding of key concepts, approaches, and best practices in the private participation in infrastructure, drawing on numerous case studies from inside and outside the Bank;
- provide a forum of collegial exchange on PPI-operations across sectors and regions; and
- identify implications for policy and project design related to PPI and regulatory issues.

Target Group: Infrastructure Team Leaders
Duration: Three days
Dates: February 6-8, 1996; March 5-7, 1996; May 21-23, 1996

COMPETITION AND REGULATION IN INFRASTRUCTURE: CONCEPTS AND APPLICATIONS (PSD11)

The course is part of the expanded core curriculum for sector staff. It is primarily intended for Infrastructure Team Leaders who deal with issues of market structure, competition, and regulation in transport, water, urban services, energy, and telecommunications.

The objectives of this course are to:

- enhance participants' understanding of key concepts, approaches, and best practices for introducing competition and implementing effective regulatory systems for infrastructure sectors, drawing on numerous case studies from inside and outside the Bank;
- provide a forum of collegial exchange on Bank group involvement in the design, implementation and reform of regulatory arrangements across infrastructure sub-sectors and regions; and
- identify implications for policy and project design related to provide participation in infrastructure and regulatory issues.

Target Group: Infrastructure Team Leaders
Duration: Three days
Dates: March 12-14, 1996; May 14-16, 1996

HUMAN RESOURCES **SECTOR**

**EDUCATION AND
POPULATION,
HEALTH &
NUTRITION**

ANALYTICAL TOOLS FOR EDUCATION PLANNING, IMPLEMENTATION, MONITORING, AND SUPERVISION (ESP3)

The objective of this course is to review the use of both quantitative and qualitative tools in managing educational systems. On completing the course, the participants will have gained a fuller understanding of pertinent technical issues, such as the use of computer models for costing, tools for school mapping, and computers for supervision and monitoring.

The course is designed and conducted by experienced Bank staff in the HR sector and external experts on the subject.

Target Group:	Human resources staff
Duration:	Two days
Co-sponsor:	HDD sector
Dates:	May 13-14, 1996

EDUCATION FINANCE AND EXPENDITURE (HRP39)

The objectives of this course are to provide Bank staff working in the education sector with both the theoretical basis and the practical tools to analyze education expenditure and financing. It provides: (i) basic economic and public finance principles that underpin expenditure analysis in the education sector; (ii) specific methodologies for reviewing education expenditure; and (iii) country experience in dealing with specific issues of efficiency, equity, and cost recovery.

The course is organized around three core sessions and four thematic sessions. The core sessions include: (1) Principles of Education Finance; (2) Comparative Education Expenditure; and (3) Expenditure Review in Education. The four thematic sessions include: (1) Financing Education in Decentralized Systems; (2) Financing Demand vs. Financing Supply; (3) Efficiency Issues in the Utilization of Teachers; (4) Resources Mobilization in Higher Education.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Education specialists who have some understanding of economic principles and who are currently involved in education expenditure and finance work in their divisions.
Duration:	Two days
Co-Sponsor:	HDD
Date:	June 11-12, 1996

HEALTH INSURANCE ISSUES: ADDRESSING SELECTION BIAS PROBLEMS (PHN31)

As private insurance expands and some countries move towards competing social insurance funds, there are strong pressures for insurers to exclude people with higher than average health risks. This poses a policy problem. The course covers the sources of "selection bias" in health insurance, the undesirable aspects of selection bias and the extent of the problem, and possible solutions using regulatory and risk adjustment approaches.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Health sector staff
Duration: One half day
Co-Sponsor: HDD
Date: February 28, 1996

EARLY CHILDHOOD DEVELOPMENT (PHN32)

Investing in young children through early childhood development programs is receiving greater attention among donor governments, international agencies and NGOs. The available evidence suggests that these programs are able to effectively address some of the most vital issues in human resources development: malnutrition among children under age five, stunted cognitive development, low learning achievement, and functional illiteracy. This course will address several questions on the role of early childhood intervention in an overall anti-poverty strategy: how should programs be designed and implemented under various conditions in developing countries?; what are the indicators used to monitor and evaluate these programs?; and, are these programs cost-effective? The module will also discuss financing methods for ECD programs, and alternatives for service delivery.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: HR Sector staff
Duration: One half day
Co-Sponsor: HDD
Date: February 29, 1996

PERFORMANCE MONITORING AND EVALUATION INDICATORS FOR POPULATION AND REPRODUCTIVE HEALTH PROGRAMS IN DEVELOPING COUNTRIES (PHN33)

The objective of this two-day course is to strengthen the skills of Bank staff to assist borrowers with the design and implementation of performance monitoring and program evaluation systems in population and reproductive health. At the end of the training, participants should have gained a more complete understanding of:

- The essential requirements of performance monitoring systems for front-line field workers.
- Methods for assessing the quality and accessibility of services at primary-health care and referral-level facilities.
- Systems-level indicators of program impact using population-based measures.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: PHN staff
Duration: Two days
Co-Sponsor: HDD
Date: April 18-19, 1996

PROCUREMENT OF CONTRACEPTIVES, PHARMACEUTICALS AND VACCINES (PHN34)

The main objectives of the seminar are to help Team Leaders make well informed decisions and adopt consistent approaches when financing the procurement of pharmaceuticals, including contraceptives, condoms for control of HIV and STDs, and vaccines. Key problems and issues in Bank procurement will be highlighted, including centralized versus decentralized procurement, the costs and benefits of prequalification versus postqualification of bidders, and use of procurement agents.

Case studies will be presented, where applicable. Presentations and discussion will include a review of the UNFPA's expanded contraceptive procurement facility, an overview of the changing global market for contraceptive, and the new Standard Bidding Document for the procurement of pharmaceuticals and vaccines. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: PHN staff
Duration: Two days
Co-Sponsor: HDD
Dates: April 15 - 16, 1996

CONTRACTING OUT OF HEALTH SERVICES IN DEVELOPING COUNTRIES (PHN35)

The objective of this course is to familiarize Bank staff with the issues surrounding the contracting out of health services: (i) the rationale for contracting and whether or not to contract specific services in specific circumstances; (ii) alternative approaches to contract design and their implications for efficiency; (iii) the management capacity and skills that contracting requires; (iv) the lessons of experience to date in developing countries. Case studies from Africa, Asia and Latin America will be used.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Health Sector staff
Duration: Two days
Co-Sponsor: HDD
Dates: May 16 - 17, 1996

RISK FACTORS AND THE BURDEN OF DISEASE (PHN36)

The objective of this course will be to strengthen the skills of PHN staff to assist borrowers in estimating how much risk factors contribute to the burden of disease. Policy and program implications of dealing or not dealing with risk factors, including the problems surrounding the accuracy of information, will also be addressed.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: PHN staff
Duration: Two days
Co-Sponsor: HDD
Dates: May 29 - 30, 1996

ECONOMIC ANALYSIS IN HEALTH SECTOR OPERATIONS AND PROJECTS (PHN37)

This freestanding course will elaborate on the principles of economic evaluation of targeted program interventions in the PHN sector.

The course will provide case examples and use a workbook approach to teaching the principles of (a) cost-effectiveness analysis; (b) weighted cost effectiveness analysis or cost utility analysis; and (c) cost-benefit analysis. The need to identify policy alternatives, even in cases where precise quantitative techniques are feasible, will be emphasized. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: PHN staff
Duration: One day
Co-Sponsor: HDD
Date: June 3, 1996

THE ROLE OF THE FINANCIAL SYSTEM IN ECONOMIC GROWTH: MODULE 1 (HRP44)

This course provides a conceptual framework for and empirical evidence on the ties between the financial system and economic development. The economic reasons for and against government intervention in the financial system will be described. (This module will primarily be an introduction since policy issues are covered rigorously in later modules.) In terms of policy, Module 1 will give special attention to capital requirements, deposit insurance, and consolidated supervision of financial conglomerates.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Staff who seek to improve their understanding of the role of the financial sector and financial sector policies in economic development and financial crises.
Pre-requisite: Class participants should have two or more years of graduate economics training.
Duration: Three weeks
Co-Sponsor: HDD
Dates: April 8 - 26, 1996 (the class will meet three times per week [Monday, Wednesday, Friday] for two hours each meeting)

DECENTRALIZING EDUCATIONAL SERVICES: ISSUES AND STRATEGIES (PHN38)

The objectives of this course are to:

- identify necessary conditions and options for decentralizing of education services
- identify constraints on decentralization and strategies to overcome them
- understand options for the design and implementation of education projects in decentralized settings
- apply knowledge gained to addressing the goals of equity, quality, access, and efficiency in the delivery of education services

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Bank staff and clients working on decentralization of education. Staff should be prepared to bring issues from their work program to the training for discussion. Staff from resident missions and visiting client staff are encouraged to attend.

Duration: Two and a half days

Co-sponsor: HDD

Dates: March 11 - 13, 1996

ECONOMIC ANALYSIS: RATES OF RETURN OF EDUCATION PROJECTS

Module A: Estimating Rates of Return to Education--Hands-on Module (HRP41)

This module will give participants the opportunity to learn about basic concepts relating to rates of return in education, and to make estimates using a data set and a special software program supplied at the course. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: HR staff

Duration: One day

Date: February 9, 1996

**Module B: Structural Weaknesses in Education and Implications for Project Selection--
Hands-on Module
(HRP42)**

Participants in this module will learn how to (a) document and use student flow profiles to understand structural problems in education, and (b) derive implications from the analysis for project selection. Participants will work with data to be supplied at the course. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: HR staff
Duration: One day
Date: March 5, 1996

**Module C: Economic Analysis of Education Projects: Concepts and Applications in
Bank Work--One-Day Foundational Training
(HRP43)**

This module will consist of lectures on key concepts in the economics of education and the policy context of education projects, followed by case studies of Bank-financed education projects. As preparation for the course, participants will be asked to write one page on the economic analysis they propose to justify a project currently at the concept stage. The choice of project will be made at the discretion of the course participants. The teaching team will lead the case study discussion based on the write-ups. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: HR staff
Duration: One day
Date: March 28, 1996

PUBLIC SECTOR MANAGEMENT

GOVERNMENT RESOURCE ALLOCATION AND FINANCIAL MANAGEMENT (PSM1)

This course is intended as an overview of the systems and processes associated with government expenditure and financial management.

The objectives of this course are to:

- provide participants with an understanding of the main elements (institutions, functions, processes) of government expenditure and financial management systems
- suggest ways to improve these elements
- draw attention to key public sector management issues involved

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Operational staff and country sector specialists. PSM specialists seeking such an overview are also welcome. The seminar should be of particular interest to Team Leaders and other staff involved in public expenditure reviews and/or in PSM projects which have a budget system and/or process component.

Duration: Two days

Co-sponsors: Poverty & Social Policy/PSM Staffing Group

Dates: April 23 - 24, 1996

INSTITUTIONAL DEVELOPMENT AND PUBLIC MANAGEMENT: NEW APPROACHES AND PRACTICAL IMPLICATIONS (PSM3)

The objective of this course is to develop staff knowledge and understanding of the following aspects of institutional development and public management.

- key issues, concepts and difficulties in institutional development as well as effective approaches.
- successful examples and analytical frameworks that can be applied to the Bank's work and strategies on how to apply them.
- cross-cutting themes, such as participation, decentralization, evaluation, incentives, culture, etc.
- ideas from the new institutional economics, information, economics, economic sociology and anthropology
- best practice from developed and developing country experience; policy research and evaluation.

The course will use real cases and small group work sessions, enabling participants to analyze complicated situations; develop creative solutions under varying circumstances; and develop strategies for thinking systematically about corruption as an administrative issue. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Task managers in operations. Other staff working on public sector management and/or institutional development issues may also participate.
Duration:	One day
Co-sponsor:	PSP/PSM staffing group
Dates:	June 26, 1996

BANK OPERATIONS AND PORTFOLIO MANAGEMENT

INTRODUCTION TO BANK OPERATIONS (ITP1)

The general objective of the course is to make participants aware of the approaches and instruments by which the Bank Group pursues its fundamental mission of helping borrowers reduce poverty and improve living standards.

Upon completion of the course, participants will:

- Have an improved understanding of the key development challenges that the Bank is addressing, and the principles that guide its interventions.
- Be aware of the Bank's operational activities (lending and non-lending services and instruments), policies and procedures, and their relationship to the Bank's fundamental mission.
- Be aware of what is involved in the development and management of the Bank's project portfolio as well as the key structures, personnel, and systemic issues involved in internal processing of loans and the provision of its non-lending services.
- Be aware of the complexity and responsibility of Bank work and of what they need to learn and do in order to contribute effectively and responsibly to the reduction of poverty and improvement of living standards.

Attention will be given to policies, procedures, and good practices both in working with the Borrowers and in the internal processing of the Operations in order to satisfy Client needs and Bank's legal and procedural requirements. Special attention will be given to the identification of resources (people and systems) to support good performance.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Staff who are new to the Bank or new to operations (levels 16 and above)
Duration:	Four days
Co-sponsor:	OPR
Dates:	March 4 - 7, April 22 - 25, May 20 - 23, July 8 - 11, August 5 - 8, September 23 - 26, October 21 - 24, and November 18 - 21, 1996; February 24 - 27, March 24 - 27, April 21 - 24, and May 26 - 29, 1997

PROJECT PREPARATION AND LOAN PROCESSING: QUALITY AT ENTRY COURSE (ITP3)

The general objective of the course is to introduce the concepts and analytical and management tools and practices needed to improve quality of project design and analysis.

The specific course objectives are:

- to enhance participants' understanding of the concept of high-quality projects, and of the criteria of relevance, appropriateness, efficacy, efficiency, sustainability, participation, ownership, institutional viability, environmental friendliness, and implementability;
- to help participants understand the relative roles and responsibilities of the Bank and the borrower, and the processes and Bank procedures which lead to high-quality projects;
- to enhance participants' understanding of the importance of agreeing with the borrower on clear project objectives consistent with the country assistance strategy;
- to develop participants' ability to use appropriate tools and techniques, and team work and work delegation for producing high-quality projects; and
- to disseminate lessons drawn from operations evaluation.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Staff level 22 and above in a Regional or Central Vice Presidency and OED
Duration: Five days
Dates: March 11 - 15, 1996; September 30-October 4, 1996

PROJECT SUPERVISION AND IMPLEMENTATION (ITP4)

The course emphasizes the importance of supervision for achieving effective implementation and development impact of Bank-financed projects. It seeks to enhance staff knowledge and understanding of the following:

- the Bank's principles for effective supervision (particularly the legal agreement, procurement and disbursement procedures, accounting and auditing arrangements and monitoring and evaluation)
- the Borrower's responsibilities for project implementation and the possibilities and limits of Bank assistance
- the organization and management of supervision and the appropriate records in Washington and in the field
- the most frequent supervision problems and the resources and support systems within the Bank to solve them
- the Bank's initiative for measuring development impact and carrying out mid-term reviews and project re-structuring
- Bank procedures for project cancellation, closing, and completion

The course is designed and conducted by experienced Bank staff and external experts on the subject and will be delivered at a Hub workshop.

Target Group: Team Leaders and Resident Mission Staff. Senior Staff who also wish to update their knowledge can participate.

Duration: Three days

Co-sponsor: OPR

Date: April 2-4, 1996

STRATEGIC PROJECT MANAGEMENT (ITP6)

The course focuses on developing understanding of the key factors driving project performance, and how the Bank's upfront support and activities during supervision affect performance. Using a computerized "simulator-trainer" of a Bank project, the workshop will place participants in the role of an active project supervisor. This "learning by doing" approach with lectures and discussion interspersed, is both highly effective and fun.

The objectives of this workshop are to:

- provide participants with an enhanced understanding of the recurring, systemic drivers of overall project performance, the causes of performance problems, and the likely effects of various management actions;
- demonstrate the ways in which inadequate project preparation can adversely affect project performance;
- provide methods for better management, pre-project risk analysis, contingency planning performance measures to be monitored, and effective corrective actions.

Target Group: Staff in operations. Priority will be given Portfolio Managers.

Duration: Two and a half days

Co-Sponsor: OPR

Date: May 15-17, 1996

SUPERVISION AND PROJECT MANAGEMENT FOR COUNTRY DEPARTMENT DIRECTORS AND SELECTED TASK MANAGERS (ITP8)

This workshop will permit Country Department Directors to exchange views on actions and training needed to make supervision more effective and responsive. The workshop will be based on the findings of a comprehensive OPR survey of 100 on-going projects. The data generated from the survey provides an excellent basis for developing actions to improve the supervision process. The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group: Country Department Directors

Duration: One half-day

Co-sponsor: OPR

Date: February 16, 1996

DEVELOPMENT OUTCOMES AND THE REVISED FORM 590 (ITP9)

This training course will introduce the revised form to operational staff and train them how to complete it accurately and realistically for their projects. Training will be considered successful if at the end of training staff understand:

- the changes that were made to Form 590 and why
- the internal logic of the form
- the inputs they have to supply and the inputs that will be supplied automatically from the MIS and other institutional databases
- how to assess whether the statements of project development objectives in SARs for their projects have been adequately stated (i.e., are specific, realistic, and measurable), and how to reformulate them if needed
- performance indicators required to measure and monitor project development outcome and impact and, if necessary, where to get guidance on selecting indicators
- how to navigate through the electronic form and fill in the data required (including cutting and pasting from other documents such as the supervision mission aide memoire)

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Team Leaders
Duration:	One and a half days
Co-sponsor:	OPR
Dates:	Series
	March 15 - May 30, 1996

IMPLEMENTATION MANAGEMENT OF DEVELOPMENT PROJECTS (ITP10)

The objectives are:

- to equip the participants with requisite skills and wherewithal for managing implementation of development projects;
- provide concepts and techniques of managing implementation processes along with academic theories and practioneering tools;
- enable participants to translate overall developmental goals into monitorable groundbased results, identify stakeholders, and enlist beneficiaries support for sustainability;
- offer pertinent management tools for effective utilization of scarce resources, human resources, physical resources and financial resources, and provide basic concepts of computerized database and information systems for proper decision making.

The course would promote commitment and teamwork for getting implementation results in the field.

The course is designed and conducted by experienced Bank staff and external experts on the subject.

Target Group:	Team Leaders
Duration:	Five days
Co-sponsor:	OPR
Dates:	November 11-15, 1996

OPERATIONS EVALUATIONS

PROGRAM EVALUATION AND COST-BENEFIT ANALYSIS (OED5)

Australia has a well developed program evaluation framework in its public sector. Analyzing the costs and benefits of programs involves some adjustment to the tools economists use in undertaking Cost Benefit Analysis. This Workshop addresses the linkages between the program evaluation and cost benefit frameworks and sets out how these are applied in practice in evaluating programs in the Australian public sector.

Target Group: Senior Bank staff from Regions, DEC, HCO, EDI, and OED
Duration: One day
Co-sponsor: OED and Government of Australia (MOF)
Dates: April 30, 1996

AUSTRALIAN PROGRAM AND POLICY EVALUATION FRAMEWORK: INSTITUTIONALIZING THE PROCESS (OED6)

Australia's highly regarded program evaluation framework is now well institutionalized in the Australian public sector, being an accepted part of sound public sector management. This Workshop sets out how this has been accomplished, the issues addressed, and future challenges, including latest developments in the evaluation of policy advice. This interactive Workshop will draw out the relevance of Australia's experience in institutionalizing program evaluation in other countries.

Target Group: Senior Bank staff from Regions, DEC, HCO, EDI, and OED
Duration: One day
Co-sponsor: OED and Government of Australia (MOF)
Dates: May 2, 1996

