



International

INT 1            AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)    Cont.

Research        AAPAM has sponsored research which resulted in the following publications: Indigenisation of African Economies; African Public Services: Challenges and A Profile for the Future. Other research projects are currently in progress.

Consultancy    AAPAM has undertaken consultancy assignments on training needs identification and design of staff development programmes, financial management in electricity corporations and other subjects, at the request of African countries.

Publications   Quarterly Newsletter (free); Annual Roundtable Reports (free to members only); A Decade of Public Administration in Africa; Indigenisation of African Economies; Public Policy-Making in Africa; African Public Services; The Changing Ecology of Public Administration and Management in Africa.

Exchange  
Arrangements   AAPAM is interested in co-operating with other Commonwealth organisations through the exchange of information and participation in programmes in public administration and management.

INT 2                   AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION  
FOR DEVELOPMENT (CAFRAD)

African Training and Research Centre in Administration  
for Development  
PO Box 310  
Tangier  
MOROCCO

Telephone: 364 30, 366 01  
Cable: CAFRAD TANGIER MOROCCO  
Telex: 336-64M

Description            Founded: 1964 as an African regional institution open to membership of all African states. Managing agency: a governing board composed of all member states which meets annually to approve the Centre's programme of activities. Countries served: all African states which are members of the Organisation of African Unity. External relationships: CAFRAD maintains strong working relationships with UNECA (see INT 17), IDEP, UN Division of Public Administration and Finance (see INT 16), PAID (see INT 13), and other organisations that are concerned with development administration in Africa. Finance: subvention from the Moroccan Government; contributions from other member states; bilateral aid in the form of experts and short-term consultants; financial grants from Commonwealth Secretariat and IDRC (Canada). Professional staff: director-general, director of general administration, 3 documentalists, plus experts in programmes (training and research) and short-term consultants as required. Accommodation: seminar participants accommodated in hotels.

Objectives             To undertake, promote and co-ordinate comparative studies and research on administrative problems in Africa; to organise scientific meetings, seminars and in-service training courses for high-ranking officials from the public and private sectors in African countries; to compile, analyse and disseminate documentation on the structure, organisation and administrative methods of African countries, to publish appropriate material and to act as host and as a scientific liaison body to institutions and schools of administration, universities and any other agencies whose activities come within the scope of the Centre.

Education and Training   CAFRAD organises training activities in the following areas: urban and rural development, management of human resources, training of trainers programmes, training in project management, top management and management of public enterprises, administrative reform and reform in personnel management, training of librarians/

## International

### INT 2 AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION FOR DEVELOPMENT (CAFRAD) Cont.

documentalists, consultancy workshops. CAFRAD trains top-level African administrators in the public and private sectors. Each training seminar lasts for 2 to 3 weeks, except in project management training in which courses lasting up to 3 months are offered. Each course is attended by about 30 participants. Courses are usually held at the national, regional and sub-regional levels. CAFRAD offers ad hoc courses at the request of African governments. These courses are usually national trainers' seminars in development administration.

**Research** CAFRAD's research programme is practical and action-oriented. Its strategy is based on work through study groups constituted by CAFRAD's experts and research collaborators from various bodies and institutions and from ENAs and IPAs in various countries, each group being entrusted with one of the following topics: integrated urban-rural development; training of trainers and developing the capacity of training institutions to adapt to the exigencies of evolving systems; Africanisation of techniques of management and analysis of development projects; administrative reform and the development of human resources; storage and treatment of administrative information in Africa.

**Consultancy** At the request of African member states, CAFRAD provides expert advisory services to help solve problems of development administration. CAFRAD is working on a project to establish an integrated network of African consultants.

**Publications** African Administrative Studies (English and French), half-yearly review. CAFRAD News (English, French and Arabic), quarterly, distributed free of charge. Occasional bibliographies (free); occasional papers (free).

INT 3

## ARAB ORGANISATION OF ADMINISTRATIVE SCIENCES (AOAS)

Arab Organisation of Administrative Sciences  
 Dahiat el-Hussein  
 PO Box 17159  
 Amman  
 JORDON

Telephone: 811394 - 811395 and 814118 - 814119

- Description** Founded: 1969, as a specialist agency of the Arab League. Managing agency: General Assembly consisting of one representative of each member state plus non voting representatives of affiliated professional institutions; Executive Council consisting of 1 representative from each member state. Organisation: directorate general is the professional and administrative organ of the AOAS, and consists of the following specialised units: Arab Institute of Administrative Sciences (training); the Administrative Research Centre; the Administrative Consultancy Centre; the Documentation Centre; the Finance and Administrative Department; and the Public Relations Section. Library: 15,000 volumes (including 9,000 Arabic, 6,000 English and French) plus 230 Arabic and 190 English periodicals. Languages of instruction: English and Arabic.
- Objectives** The overall objective of the AOAS is to foster administrative and management development in the Arab world. In particular it endeavours to: improve administrative methods and practices in governmental, public and private establishments; standardise administrative systems, methods and procedures throughout the Arab countries; develop standard Arab administrative terminology; encourage co-operation among Arab institutions concerned with administration and management; promote research in administration and management in the Arab world; establish and maintain strong relationships with other regional and international bodies concerned with administrative sciences.
- Education and Training** The training programmes of the AOAS are specially designed to meet the needs of senior administrators and managers in the Arab world. The programmes are mostly offered in the form of seminars, workshops, discussion groups, etc. In addition to the open courses which are attended by participants from all member states, special programmes are organised on request. Programmes vary in duration from 1 to 4 weeks and in attendance from 20 to 30 participants. They cover a multiplicity of interests and specialisations such as: personnel, finance, local administration, management of public enterprises, rural development, hospital administration, management of co-operatives, project management etc.

International

**INT 3                    ARAB ORGANISATION OF ADMINISTRATIVE SCIENCES (AOAS)  
Cont.**

- Research                The research programmes of the AOAS include both desk and field research, with due emphasis on the latter. All research activities are particularly geared to the administrative development needs of the Arab countries. Special features of the research programmes are the Contemporary Thought Series and Actual Cases Bank published by the Research Centre.
- Consultancy            Advisory and consultation services are rendered to government agencies, parastatals and private organisations in the Arab countries on request. The AOAS enlists the co-operation of Arab and expatriate experts to supplement the efforts of its own specialists in undertaking a wide range of consultancy assignments.
- Publications           The documentation activities of the AOAS include the collection and classification of the various administrative laws and regulations promulgated in the Arab countries, descriptions of the organisation, functions and operation of the administration in every Arab country; and the publication of comprehensive bibliographies in the areas of administration and management. The Centre is also responsible for managing the library and publishing the AOAS's quarterly journal, Arab Journal of Administration.

INT 4

**ASIAN AND PACIFIC DEVELOPMENT CENTRE (APDC)**

Asian and Pacific Development Centre  
 PO Box 12224  
 Pesiaran Duta  
 Kuala Lumpur  
 MALAYSIA

Telephone: 03 - 948088  
 Cable: APDECEN Kuala Lumpur  
 Telex: MA 30676

## Description

The Asian and Pacific Development Centre (APDC) was established on 1st July 1980 by integrating four existing regional institutions - the Asian and Pacific Development Institute (APDI), the Asian and Pacific Development Administration Centre (APDAC), the Social Welfare and Development Centre for Asia and the Pacific (SWDCAP), and the Asian and Pacific Centre for Women and Development (APCWD). The APDC is an autonomous, regional institution designed to provide a practical response to the developmental problems faced by countries of the region and to assist them, through the study and analysis of development options, in formulating appropriate development strategies, policies and programmes. During the first 3 years of its existence the APDC was established as a United Nations institution under the aegis of the Economic and Social Commission for Asia and the Pacific (ESCAP). From 1st July 1983, responsibility for the management of APDC was transferred from ESCAP to the governments which had subscribed to the Charter of the APDC. All countries that are members or associate members of ESCAP are eligible for membership. The membership includes: Australia, Bangladesh, Brunei, People's Republic of China, Cook Islands, Hong Kong, India, Indonesia, Japan, Republic of Korea, Lao People's Democratic Republic, Malaysia, Maldives, Nepal, New Zealand, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.

## Objectives

Strengthening national research and training institutions; promoting research and training activities on a collaborative basis through a network of individuals and institutions; strengthening links with a regional network to promote economic cooperation among countries of the region; research studies at a regional level into the development problems of national governments; identifying existing and emerging needs and problems to increased awareness of governments of the effects of economy and social institutions; assistance in developing human resources to meet the changing needs of the region; to serve as a clearing house for information on development and to offer consultancy services in cooperation with national institutions to countries in the region.

## International

### INT 4 ASIAN AND PACIFIC DEVELOPMENT CENTRE (APDC) Cont.

Education and Training Regional training of trainers in energy planning and management; media workshop on agricultural change, rural women and organisation; SIAP/APDC training course in energy statistics; management development workshops; seminar on organisation management for heads of training organisations; regional seminar on trade promotion; training of trainers in agricultural projects management; training course in integrated energy planning; senior energy planners training course; South Asian conference on administrative reforms.

Research Research projects in the Centre's current work programme: the problems of the most disadvantaged groups in agriculture and government programmes designed to improve them; experiments in agricultural development; socio-economic impact of new fishing technologies in fishing communities; study on food-energy interrelationships; agricultural change, rural women and organisations; evaluation of the impact of diversification of rural economies; social impact of new technology on the rural community in Asia; role of rural industries for national development in the Asian region; role of appropriate technology in the development of rural industries; participation of women in rural industrialisation; integrating industrialisation and urbanisation in a rural setting; interventions and innovations for reforms in the civil service; regional integration and economic co-operation; Asian-South Pacific co-operation; study of mechanisms for expansion of regional trade and economic co-operation in South Asia; decentralisation for development; new technology in decision-making processes in government systems.

Consultancy Consultancy or advisory services are rendered to member governments upon request.

Publication APDC Newsletter, (3 issues per year). A list of books and research papers published since 1980 is available upon request.

Exchange Arrangements The Centre is interested in co-operating with Commonwealth institutions in joint research and the development of course material.

Note The Centre is the secretariat for the Association of Development Research and Training Institutes for Asia and Pacific (ADIPA) which has a membership of 140 national institutions. It also is the current secretariat for ICCDA (Inter-regional Coordinating Committee of Development Associations).



INT 5

**EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
(ESAMI) Cont.**

management; general principles of organisation and management; critical management skills; management of human resources and human relations; financial management; materials and physical resources management; simulation on how to cope with health management problems. Average enrolment: 25-30.

**PUBLIC FINANCE AND TAXATION**

A 6-week course commencing annually in October designed for high level managers and administrators in public enterprises and government departments who are responsible for influencing or taking public expenditure decisions, senior officials of the treasury, central and commercial banks and trainers in public finance and taxation. Course content: accounting, public finance and taxation, financial management, tax policy, general management and public administration. Average enrolment: 30.

**EXPORT PROMOTION AND INTERNATIONAL MARKETING WORKSHOP**

A 6-week course commencing annually in July for high level managers in the public and private sectors who are responsible for influencing or taking export promotion decisions, senior officials of an export promotion organisation, trainers in export promotion, commercial attaches and trade representatives. Course content: international/inter-African trade; export promotion; export marketing; market selection; marketing research/channels/communications; selling and distribution; export procedures; payment systems; trade policy; financial incentives; publicity/exhibition/trade missions; organisation for export promotion; tools of the commercial attache; training; priorities; action plan.

**TRANSPORT PROJECT PLANNING, EVALUATION AND MANAGEMENT COURSE**

A 6-week course conducted annually in the second half of the year designed for senior administrators and planning engineers involved in decision making on transport planning, programme and project preparation, analysis and management. The course is intended to assist governments in ensuring economic resources allocated to the transport sector effectively contribute towards achievement of national and social development objectives. Course content: participants will be shown and asked to apply various analytical techniques in relation to the preparation, appraisal, execution, operation and evaluation of transport projects. Particular emphasis will be placed on the acquisition and practical

INT 5 EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
(ESAMI) Cont.

application of skills in cost-benefit analysis, financial analysis and project management. The course is conducted in co-operation with the Economic Development Institute (EDI) of the World Bank (see INT 8) and the United Kingdom Overseas Development Ministry. Requirement: university education or equivalent.

INDUSTRIAL AND AGRO-INDUSTRIAL PROJECT COURSE

A 7-week course commencing annually in August for project officers in parastatal and government organisations who are directly engaged in development projects implementation, project managers responsible for continuous project identification, formulation, evaluation, and management and potential project managers. Course content: finance, economics and capital investment projects; marketing and marketing concepts; human organisation; project implementation and management; and project related issues. Requirement: university graduates with a bias in economic and accounting/finance with a minimum of 2 years experience.

IN-HOUSE TRAINING PROGRAMMES

The Institute provides tailor-made courses in response to a specific need. Such courses are conducted either in Arusha or on the organisation's premises, and by Institute staff and/or staff of the client organisation.

OTHER ACTIVITIES

The Institute conducts over 50 courses which are open to anybody interested and meeting requirements within the region, and provides accommodation and, where required, some personnel resources for fourth stream activities. It also organises a senior executive seminar (November) and an annual working conference (September) for the representatives of the organisation it serves. International conferences held every other year.

FUTURE PLANS

The Institute intends to organise seminars in fiscal policies and tax administration, and industrial management.

Research No substantial projects have been completed yet.

Consultancy The Institute has consultancy capacity in general management; financial management and accounting; design, installation and maintenance of integrated management information systems; transportation systems design and management; performance improvement. It has carried out projects for the Board of Internal Trade (Tanzania), and the Family Planning Association of Kenya.

International

INT 5 EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE  
(ESAMI) Cont.

Publications African Management Review; Prospectus, annual; Management education for Africa; Improving performance in public enterprise; The community we want; ESAMI Management Review.

Exchange Arrangements The Institute is interested in joint research in training of management trainers, project planning, transport management, health services and delivery management. ESAMI is involved in joint research with the Indian Institute of Management, Ahmedabad (see IND 14) investigating strategies and programmes for the development of an integrated management and administration for the delivery of health services in East, Central and Southern Africa.

INT 6 ECONOMIC DEVELOPMENT INSTITUTE

World Bank  
1818 H Street, NW  
Washington DC 20433  
UNITED STATES OF AMERICA

Telephone: 202 477-1234  
Cable: EDI/INTBAFRAD  
Telex: ITT 440098, WUI 64145

Description Founded: 1955, to train senior officials of the developing member countries of the World Bank in identifying the problems of economic development and in the identification, preparation, management and evaluation of investment projects.

Education and Training POLICY SEMINARS (normally 1 week)  
Focussing on major issues of development policy for the most experienced and senior officials.

COURSES AND SEMINARS  
For senior and middle-level public officials in economic policy, sectoral planning, project analysis, and project management. Courses are generally between 5 and 8 weeks in duration; seminars are from 1 to 4 weeks.

TRAINING OF TRAINERS  
(a) courses and seminars where the majority of participants are trainers and the activity is part of an institution-building programme and (b) seminars and workshops on training methodology.

**INT 6 ECONOMIC DEVELOPMENT INSTITUTE Cont.**

Activities in Washington are limited primarily to policy seminars for high-level officials and other seminars concerned with new areas of programme development. Courses and seminars are held overseas on a regional or national basis with partner training institutions. Arrangements and selection of participants are made in consultation with individual partner institutions.

**INT 7 INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO SWAZILAND (IDM)**

<b>IDM</b>	<b>IDM</b>	<b>IDM</b>
<b>PO Box 1357</b>	<b>PO Box 1318</b>	<b>PO Box 1534</b>
<b>Gaborone</b>	<b>Maseru</b>	<b>Mbabane</b>
<b>BOTSWANA</b>	<b>LESOTHO</b>	<b>KINGDOM OF SWAZILAND</b>

**Telephone: 52371 Telephone: 22868**  
**Cable: IDM Gaborone**  
**Telex: 2429 BD**

**Description** Founded: 1974, as an independent, non-profit regional institution under the Companies Act of each participating country. Countries served: Botswana, Lesotho, Swaziland. Managing agency: the IDM Board is composed of senior representatives of the public, parastatal and private sectors and of the universities in each of the 3 countries. Finance: the Institute is financed primarily by programme and course fees and is also supported by an annual grant from each participating country. Location: the regional head office, course and seminar rooms and residences are located in Gaborone. There are also facilities in Lesotho and Swaziland. Professional staff: director/regional, 7 lecturers/consultants, 3 country representatives, consultants. Library: 6,500 volumes; videotape/film library. Accommodation: residential accommodation available in Gaborone and Mbabane.

**Objectives** To improve senior managerial knowledge and skills in all sectors of participating countries; to improve organisational structures, administrative and management procedures and development policies related to the social and economic needs of participating countries; to improve the database available for decision with respect to development in participating countries; to extend public awareness and encourage public involvement in all aspects of development.

## International

### INT 7                    INSTITUTE OF DEVELOPMENT MANAGEMENT - BOTSWANA LESOTHO SWAZILAND (IDM)      Cont.

Education and Training	Courses and seminars are planned to meet the needs of persons already in, or recognised as having potential for, senior positions in public, parastatal and private establishments in the 3 countries. Programmes include a series of regular courses plus short courses developed to meet a specific need. Courses are held at three locations, Maseru, Gaborone and Swaziland. At Maseru the courses include: the principles of education administration; Certificate in Health Administration; accounting; local administration. At Gaborone: accounting; Certificate in Management; communication for managers; training of trainers; basic communication and mathematics; retail management; organisational behaviour, timetabling; Certificate in Finance Management; management information systems; records management; nursing unit management; introduction to management; English. At Swaziland: accounting; preparing job descriptions; fundamentals of accounting; fundamentals of statistics; computer appreciation for non-users; project identification and appraisal; communication for managers; basics of management.
Research	The Institute conducts research studies related to critical areas of development, e.g. health policies and programmes, rural development, local administration, wages and employment and individual development management studies.
Consultancy	The Institute is involved in the analysis of public administration to identify problem areas and propose practical solutions. It has undertaken the review of minimum wage legislation in Botswana, has studied parastatal operations in Lesotho, provided consultancy services to private companies in staff relations in Swaziland, conducted a study for the Ministry of Agriculture in Botswana and provided consultancy services to Lesotho and Swaziland on staff appraisal and public service systems respectively.
Publications	<u>Annual report</u> ; <u>Prospectus</u> , annual. <u>Studies in development management</u> .
Exchange Arrangements	The Institute would be pleased to explore possibilities for co-operation with other Commonwealth organisations in all aspects of their programme.

INT 8 INTERNATIONAL CENTRE FOR PUBLIC ENTERPRISES IN  
DEVELOPING COUNTRIES (ICPE)

Titova 104  
61109 Ljubljana  
YUGOSLAVIA

Telephone: 061 346 361  
Cable: INTERCENT LJUBLJANA  
Telex: 31400 YU ICPE

Description Founded: 1974 as an international co-operative institution of developing countries; 34 developing countries are full members and many others are expected to join. The Statute of the Centre, adopted in 1976, provides for an Assembly of all member countries and a Council based on regional representation. A 12 member Council was elected by the Assembly in July 1978 when the Centre was transformed into an intergovernmental institution of developing countries. Countries serviced: developing countries, especially member countries of the ICPE. Finance: membership contributions of member countries; financial support from UNDP, UNIDO, and other UN specialised agencies; financial support on a bilateral basis from specific developed countries; donations - land and premises provided at a nominal cost by the Yugoslav Government. Professional staff: executive director, 2 assistant executive directors, professional staff, advisers including experts from developing countries on long or short term basis plus the part-time services of professors, academics and management experts from developing countries. Accommodation: available at the Headquarters of the ICPE (approximately 40 rooms/apartments).

The primary objective of ICPE is to contribute towards an understanding of the role of public enterprises and of the public sector in developing countries; its major goal is to increase their effectiveness and their capability of discharging their business and socio-economic responsibilities. ICPE has a multi-dimensional, multi-functional, action-oriented approach. Project and programme areas cover research, training, consultancy, documentation and publications. The key principles are an interdisciplinary, problem-preventing and problem-solving approach in all activities, decentralisation of work and emphasis on activities organised at the regional and national levels. There is an active and continuous collaboration with national, regional and international institutions. There are four working languages: Arabic, English, French and Spanish.

INT 8 INTERNATIONAL CENTRE FOR PUBLIC ENTERPRISES IN  
DEVELOPING COUNTRIES (ICPE) Cont.

Education and  
Training

ICPE works on the basis of a 4-year programme adopted by its Assembly organised through joint and specific project activities in the following areas: the role of the public sector in developing countries; human resource development; planning in public enterprises; financing of public enterprises; systems of information, performance evaluation and control; joint ventures of public enterprises in developing countries; management of transfer and development of technology and of innovation processes; workers' self management and participation in decision making; women as a factor of development; marketing problems of public enterprises; development of methodologies for disaggregation of technology packages in the energy area; public enterprises as instruments of agricultural and rural development.

HUMAN RESOURCES DEVELOPMENT - EDUCATION AND TRAINING

The aim is to contribute to the improvement of public enterprise performance in developing countries through human resources development on the basis of research results arrived at in the ICPE. The ICPE educational activities are being conducted in co-operation with UNIDO and in co-operation with research, training and development institutions in developing and in developed countries and include seminars and courses held either at the ICPE or in individual developing countries at inter-regional, regional and local level. The main training activities are designed for training managers, trainers involved in planning and implementing programmes for human resource development and for public enterprise managerial personnel.

The Centre runs a number of workshops, expert group meetings and seminars throughout the year on subjects relevant to the management of public enterprises. The Centre is finalising a postgraduate course in public enterprise management.

ICPE CONSULTANCY SERVICES

The basic approach in this programme area is to promote and develop pragmatic instruments and methodologies for improving problem-solving skills and decision-making capabilities within public enterprises and assisting them to promote their own self-reliance. The results have led to the development of a methodology entitled OPTIMA - Optimal Performance Through Internal Management Action. A series of OPTIMA workshops is being held in a number of developing countries, mainly in least developed countries, with special attention to the various forms of participatory management, planning and decision making.

**INT 8                    INTERNATIONAL    CENTRE    FOR    PUBLIC    ENTERPRISES    IN  
DEVELOPING COUNTRIES (ICPE)    Cont.**

Training in the use of the ICPE public enterprise diagnostic procedure and performance improvement approach which are currently being developed is offered to consultants from large public enterprises and national management institutions in developing countries.

**Publications**    ICPE is publishing the results of research and material generated by the other activities of the Centre in book form. Selected monographs commissioned by ICPE are also appearing in the ICPE Monograph Series. Public Enterprise, the quarterly journal of ICPE, has been appearing regularly since 1980. It is designed to meet the needs of managers of public enterprises and of policy makers in the State administration. All ICPE publications can be ordered directly from the Centre. The ICPE book list is available from the Centre upon request.

**INT 9                    INTERNATIONAL    INSTITUTE    OF    ADMINISTRATIVE    SCIENCES  
(IIAS)**

**International Institute of Administrative Sciences  
25 rue de la Charite  
B 1040 - Brussels  
BELGIUM**

**Telephone: 02/218 42 45  
Cable: INTERADMIN BRUSSELS  
Telex: 65933 IIAS B**

**Description**    **Founded:** 1930, incorporated as an international association with a scientific purpose in accordance with Belgian law, IIAS has consultative status with UNESCO and the Economic and Social Council of the United Nations. **Member states (49):** Austria, Bahrain, Belgium, Benin, Bolivia, Brazil, Cameroon, Canada, Chile, Colombia, Cyprus, Denmark, Ecuador, Egypt, Ethiopia, France, Germany (FR), Greece, Iran, Iraq, Ireland, Israel, Italy, Ivory Coast, Japan, Lebanon, Liberia, Libya, Luxembourg, Madagascar, Malta, Mauritania, Mexico, Morocco, Netherlands, Norway, Pakistan, Panama, Portugal, Qatar, San Marino, Saudi Arabia, Senegal, Spain, Sudan, Sweden, Switzerland, Taiwan, Thailand, Tunisia, Uruguay, Vatican, Venezuela, Yugoslavia, Zaire. **National sections (12):** Argentina, Burundi, Finland, Ghana, Hungary, United Kingdom, United States of America plus individual members in these and other nations. **Finance:** contributions of member states; subscriptions of national sections; subscriptions of individual members and corporate

## International

### INT 9 INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES (IIAS) Cont.

members; payments for activities and services rendered; proceeds from sales of publications; gifts, legacies or endowments; subsidies from states and private organisations or persons. Staff: director-general plus 15 full-time professional staff. Library: 8,000 volumes, 250 periodicals, in international research and documentation centre.

**Objectives** To promote the development of the administrative sciences, the better operation of public administrative agencies, the improvement of administrative methods and techniques and the progress of international administration.

**Research** Research is one of the general purposes of IIAS and is carried out by (i) international study groups attached to the Law and Science of Public Administration Committee, the Administrative Structures and Management Committee, the Personnel Administration Committee, and the Planning and Forecasting Committee; (ii) international working groups: Schools and Institute of Administration, (see note below) informatics and administration, integrated budgeting systems, and public works planning and management; and (iii) the IIAS Research and Information Service which conducts comparative surveys on the regional level and the preparation of readers.

**Publications** Quarterlies: International review of administrative sciences; Revue internationale des sciences administratives; Revista internacional de ciencias administrativas; Newsletter: Interadmin (3/year). Working documents and proceedings of the Institute's congresses and round tables. Comparative reports, eg Studies in Administrative Procedures.

**Note** The International Association of Schools and Institutes of Administration (IASIA) is an organ of IIAS through which heads of schools, institutes, public/civil service agencies and other personnel, education, and research institutions collaborate. IASIA issues circulars to participating institutions who also receive the International Review of Administrative Sciences as a benefit of membership. Participating institutions are encouraged to send information of potential interest to similar institutions in other countries whose names are published in a regularly revised list. Working groups: curriculum development, public sector manpower and education planning; ethics in the public service. IASIA round tables held annually discuss topics of general interest and provide an opportunity for a general exchange of information. The IIAS offices in Brussels provide the secretariat for IASIA, from whom further information can be obtained.

INT 10                   LATIN AMERICAN CENTRE FOR DEVELOPMENT ADMINISTRATION  
(CLAD)

Latin American Centre for Development Administration  
Apartado Postal 4181  
Caracas 1010-A  
VENEZUELA

Telephone: 912393/912394/923297

Cable: CLEADCAR

Telex: 29706 CLAD VC

- Description            Founded: 1972, the Centro Latinoamericano de Administracion para el Desarrollo (Latin American Centre for Development Administration) is an international governmental institution set up by the Latin American and Caribbean Governments. At present, nineteen governments are members of CLAD: Argentina, Barbados, Bolivia, Colombia, Costa Rica, Chile, Dominican Republic, Ecuador, Mexico, Nicaragua, Panama, Peru and Venezuela. The Government of Spain joined the Centre in 1982 as an observer member. Central programmes are financed by member countries and contributions from international or other bodies. Country programmes are carried out in member countries and financed by contributions from governments and institutions. CLAD also participates in the financing of national programmes.
- Objectives             To implement international co-operation programmes on subjects related to the development and reform of public administration. To provide a forum for the exchange of knowledge and experience on the processes of reform and improvement of public administration in Latin America and Caribbean countries. To undertake and promote research at regional, subregional and national levels on administrative problems of priority interest for member countries leading to the development of scientific and technical knowledge within the Latin American and Caribbean context. To provide advice and training through technical assistance, consultancy and the organisation of lectures, congresses, seminars and courses. To assist the transfer of experience in administrative technology among member countries. To exchange information systematically and to publish and disseminate scientific and technical information in the field of public administration.
- Programmes             CLAD is involved in 5 programme areas: horizontal technical co-operation, administrative research and training of administrative researchers at postgraduate level, documentation and information and international meetings for exchange of national experiences.

International

INT 11                   **MANAGEMENT DEVELOPMENT PROGRAMME (MDP)**

Management Development Programme  
Commonwealth Secretariat  
Marlborough House  
Pall Mall  
London SW1Y 5HX  
ENGLAND

Telephone: (01) 839 3411  
Cable: COMSEGGEN  
Telex: 27678

- Description            Founded: 1975, later became a Programme of the newly formed Human Resource Development Group of the Commonwealth Secretariat. Professional staff: director assistant director, chief project officer. Countries served: all countries of the Commonwealth. Finance: mainly from Commonwealth Fund for Technical Co-operation (CFTC), but some project funds obtained from other external donors.
- Objectives             To provide opportunities for analysis and exchange of experience among senior administrators on critical issues for public administration arising from the social, economic and political environment in which they work, the practical application of new methods and techniques of management, and new ways of analysing and developing public policy; to exchange information and experiences in specific areas of public management such as the management of human resources, the management of innovation and change, management and evaluation of the planning process and financial management and control.
- Education and Training    The Programme arranges seminars/workshops/training programmes to provide opportunities for senior civil servants to examine issues of concern and to exchange experience. Recent project themes have included management of the planning process, policies and machineries for human resource management, management of public enterprises, the role of government auditors, training of diplomats, the training of trainers for development administration, the administrative needs and problems of small states and training for decentralised administration.
- Consultancy            The Programme provides advisory services on request to the Commonwealth Fund for Technical Co-operation (CFTC), through the CFTC to governments, and directly to governments.

## INT 11                    MANAGEMENT DEVELOPMENT PROGRAMME (MDP)                    Cont.

Publications            Directories: Training in public administration, a new edition of the directory of Commonwealth resources (1985); Training for public enterprise management (1981). (see also Appendix 2). Bibliographies: Public enterprise management (1979); Workers' participation in management (1980); Industrial relations (1980); Parliaments, governments and public enterprises (1980); Case study as a training method (1981); Training of trainers (1982); Evaluation of training; Decentralisation for development (1984). Seminar reports: issues in public enterprise development (1978); performance evaluation in public enterprises (1978); training systems and curriculum development for public enterprise management (1979); effective use of training methodologies (1979); national policies and programmes for public enterprise (1980); decision-making in the public service for choice of technology (1981); relationships between parliament and public enterprises - Sri Lanka; government executive and supervisory control over public enterprises - New Delhi (joint report 1983).

Note                    In addition to the links with governmental and other national institutions of member countries of the Commonwealth, the MDP has links with international, regional, and other national institutions engaged in similar activities. For further information on the Commonwealth Secretariat, the Commonwealth Fund for Technical Co-operation (CFTC), and selected publications of the Commonwealth Secretariat, please see appendix 1.

International

INT 12

MIDDLE EAST CENTRE

Middle East Centre  
PO Box 2098  
Nicosia  
CYPRUS

Telex: 2488  
Telephone: 99391

Description

Founded 1985. Organisation: an independent non-profit making foundation with a resident administrative staff and a part-time research and teaching faculty in certain subjects also practising as consultants in the founder company, the Middle East Marketing Research Bureau (MEMRB) research and consultancy group. The Centre has 2 components, the Centres for management and computing studies. External relationships: the Middle East Centre works in association with leading management training institutes in the following areas: Cranfield School of Management, UK; IMI, Geneva; Arthur D Little Management Education Institute, USA; City University Business School, UK; Queen Mary College, University of London, UK; National Westminster Bank, UK; Manchester Business School, UK; National Computing Centre, UK. Seminars are held in co-operation with: The Burke Institute, USA; Coras Trachtala/Irish Export Board, Eire. Tutors from all these institutions and many other countries in the Middle East region conduct programmes.

Objectives

To develop managerial skills and expertise in the region. The Centre will create its own faculty of tutors from the various countries of the region. To provide public and private sector organisations and companies in the Middle East with international management training adapted, and held in, the regions. To develop entrepreneurship and train managers and owners of small and medium-scale enterprises. To provide an opportunity for managers of international companies working in, or associated with, the Middle East to attend management courses designed to meet the demands of the business environment of the region.

The Middle East Centre for Computing Studies was established to provide training in all aspects of computer use and appreciation available in the region. The Centre was founded by the MEMRB Research and Consultancy Group and the United Kingdom National Computing Centre (NCC).

## INT 12 MIDDLE EAST CENTRE Cont.

## Education and Training GENERAL AND SPECIALIST MANAGEMENT STUDIES

a. Programmes in association with Cranfield School of Management:

Marketing Management: introduction to marketing; industrial marketing management; marketing of financial services; effective distribution management; marketing strategy workshop; how to prepare marketing plans (for middle managers); how to prepare marketing plans (for chief executives) (2 days). These courses are from a few days to 1 week long.

General Management: modern management techniques; managing change successfully; project management; young managers programme; finance and accounting for managers; managing people effectively; organisation and methods; network analysis and critical path planning. These courses vary in length from 1 to 3.5 weeks.

b. Programmes in association with the International Management Institute (IMI) Geneva:

General Management: International seminar for senior executives (available in Cyprus only); marketing management; finance for the general manager; financial control seminar; technology management seminar; human resources management; management development seminar. Courses are for 1 or 2 weeks.

c. Programmes in association with the Arthur D Little Management Education Institute, Inc., Cambridge, Massachusetts:

General Management: project analysis; project management; manpower planning; quantitative methods; personal management skills; identifying training needs; evaluating employee performance; analysing jobs and preparing job descriptions; budgeting for managers. Courses are from 1 to 3 weeks.

Programmes in banking and financial studies: marketing for bank managers; staff leadership for bank managers; staff leadership for appointed officers; treasury management in international banking; a practical course in international banking; syndicated loans and project finance; finance of international trade; secured finance and credit assessment. All 1-week courses.

International

INT 12

MIDDLE EAST CENTRE Cont.

Programmes in computing studies in association with the National Computing Centre, Manchester: systems analysis and design; database design and implementation; local area networks; data transmission appreciation. Courses are from 3 days to 3 weeks.

FUTURE PLANS

The Middle East Centre is planning to introduce 1-year MBA programmes conducted by one or more of the associated management institutes once the present schedule of short courses has become well-established. In the longer term it is the intention to create a Cypriot, Arab and Arab-speaking faculty within the Centre to complement the visiting tutors from the associated institutes.

INT 13

## PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)

Secretary General's Office	Geneva Office
PO Box 4056	3 rue de Varembe
Douala	CP 38, 1211 Geneva 20
CAMEROON	SWITZERLAND

Telephone: 42 10 61, 42 43 35	Telephone: 33 60 16
Cable: PANINSTIT DOUALA	Telex: 27102
	Cable: GENEVA

## REGIONAL INSTITUTES

PAID West Africa	IPD Afrique Centrale
PO Box 133	BP 4078
Buea	Douala
CAMEROON	CAMEROON

Telephone: 32 87 22, 32 21 86	Telephone: 42 37 70
Telex: 5735	42 30 68
Cable: PAID BUEA	Cable: PANINSTIT DOUALA

PAID Eastern & Southern Africa	IPD Afrique de l'Ouest-Sahel
PO Box 80448	BP 1756
Kabwe	Ouagadougou
ZAMBIA	BURKINA FASO

Telephone: 3451, 3651	Telephone: 368-73
Telex: 81290	Telex: 5423
Cable: PAID KABWE	Cable: PANINSTIT OUAGA

## Description

Founded: 1964, an international non-governmental organisation incorporated under Swiss law, in consultative status with UN, FAO, and having official co-operative agreements with OAU, ECA, and several African governments. All activities are within and for Africa. Finance: most governments in western and northern Europe and North America (US and Canada); Ford, Rockefeller and K Adenauer Foundations, the Commonwealth Secretariat (CFTC); several African governments, etc. Countries served: all countries in Africa and some south of the Sahara (except Republic of South Africa). Professional staff: approximately 60 including 5 directors, sociologists, economists, agronomists, geographers, management experts, psycho-sociologists, accountants, lecturers, research and administrative staff. A panel of about 80 part-time staff. Accommodation: long term students are accommodated in PAID hostels; for short term courses or seminars, accommodation depends on local facilities in the country concerned.

INT 13 PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID) Cont.

Objectives To promote integrated and participative rural development in Africa through a combination of long and short term training of African middle and senior-level officials, research (applied and operational), and project support.

Education and Training PAID Central Africa at Douala (IPD/AC) conducts long term training courses leading to a diploma divided into training units all of 4 to 6 months duration and organised on a contractual basis on a government's request (intake about 65 a year). In addition, it conducts training units in the following: management of projects, undertakings and co-operative evaluation, regional planning and development, training of trainers, environmental studies, etc. Working language: French.

PAID West Africa (PAID/WA) conducts a 9-month course in integrated rural development commencing annually in mid-October. It is designed for middle level development agents from 17 English-speaking African countries. Average enrolment 60. Diploma in integrated rural development. Minimum qualification: O level plus a diploma in the relevant field (agriculture, community development, planning, co-operatives, etc.), and 2 to 3 years working experience. Degree holders are accepted with 1-year field experience. PAID/WA also organises short courses in the West African countries in management of rural development projects; training of trainers; the concept and strategy of integrated rural development; management of income-generating activities for non-governmental organisations; women in development. Working language: English.

PAID Eastern and Southern Africa (PAID/ESA) offers a 1 academic year training programme in the planning, management and evaluation of rural development projects for students from English-speaking African countries. Average enrolment 30. The course commences in January and ends December every year. In addition PAID-ESA conducts short courses in planning, management and evaluation of rural development projects, and holds courses for female extension officers for non-governmental organisations in community level development and short courses geared to small and medium scale entrepreneurs.

IPD-AOS has run a 3-year course in regional planning and development for the staff of governments of Upper Volta, Niger and Togo for 34 participants. It has also acquired experience in organising short courses study environment; management of human resources; management of agro-foodstuffs; financial and accounts management; quantitative methods and management systems, as well as on methodology of applied research in development.

## INT 13 PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID) Cont.

**Seminars** PAID conducts seminars on both general and specialised subjects. In the past 10 years, 45 such seminars have been conducted for the training of about 1,200 French-speaking and 600 English-speaking officials from 30 countries in Africa. Refresher seminars are included in the above.

**Research** PAID research programme is a part of field training and support activities conducted in 'zones of guided development'. Evaluation of training activities and of former students is also an important research project.

**Consultancy** PAID consultancy services are mainly related to the formulation of training policies and new orientations. Other consultancy services are given at the instance of international organisations eg EEC, UNESCO, FAO, etc.

**Publications** PAID has published a fairly large number of reports and studies. Most are available on application to the director of the institute concerned or to the editor based in the Secretariat General at Douala.

**Exchange Arrangements** Networks of organisations concerned with rural development, training and research are being organised through workshops, meetings of directors, etc, in the 4 regions (2 of which are of special interest to Commonwealth countries).

**FUTURE PLANS PAID**

is considering extending its services to the Lusophone countries of Angola and Mozambique.

## INT 14 THE UNIVERSITY OF THE SOUTH PACIFIC (1)

**Administrative Studies Discipline**  
**University of the South Pacific**  
**PO Box 1168**  
**Laucala Bay**  
**Suva**  
**FIJI**

**Telephone: 313-900**  
**Cables: UNIVERSITY SUVA**  
**Telex: 2276**

**Description** Professional staff: professor, senior lecturer, 3 lecturers, 2 associate lecturers. Library: small collection; microfilm reader available. Accommodation: hostel accommodation for enrolled students normally available.

INT 14 THE UNIVERSITY OF THE SOUTH PACIFIC (1) Cont.

Education and Training	The Discipline runs administration courses at degree level within a dual major degree structure. Students take 3 subjects in year 1 and keep 2 of the subjects going in years 2 and 3. Administration is 1 of 6 social science subjects within the Social Science degree. The undergraduate courses for campus students for this degree are as follows: Year 1: administration - an introduction; introduction to constitutional systems; Year 2: behavioural science; business administration; public administration; Year 3: organisational behaviour; policy analysis; administrative law; administration in development; government and business in the South Pacific. The Discipline teaches a course in basic principles of administration for the foundation programme of the University, which is taught in the year before entry into degree. The Discipline also teaches 3 courses for vocational certificate and diplomas in administrative studies. At present these courses are basic administrative techniques, advanced administrative techniques and personnel management.
Research	Research work is undertaken by staff in their own specialist areas. Some examples are administration in small states; the effect of the working environment on work performance among different groups in Fiji; implementation of development projects.
Consultancy	Consultancy has been undertaken on the following: advice on the preparation of independence constitutions in two British colonies in the South Pacific; various assignments relating to the application of job evaluation; structure and function of National Training Council; Prices and Income Board.
Publications	Extension course teaching material is available in printed form for the first year and second year degree subjects, and the foundation course.
Note	The University of the South Pacific was established in 1968 as a regional institution to serve the governments of the Cook Islands, Fiji, Kiribati, Nauru, Niue, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Western Samoa. The University has a campus at Laucala in Fiji and another in Alafua in Western Samoa, and operates extension centres in the Cook Islands, Fiji, Kiribati, Niue, Solomon Islands, Tonga, Tuvalu, Vanuatu and Western Samoa. Link arrangements exist with the educational authorities in Nauru and Tokelau.

INT 15

## THE UNIVERSITY OF THE SOUTH PACIFIC

Institute of Social and Administrative Studies  
 The University of the South Pacific  
 PO Box 1168  
 Suva  
 FIJI

Telephone: 313900  
 Cables: UNIVERSITY SUVA  
 Telex: 2276 USP FJ

- Description Professional staff: director, 4 full-time fellows, 2 CFTC-funded fellows. Internal relationships: the Institute is linked to the School of Social and Economic Development of the University and draws upon its staff for contributions to courses mounted by the Institute. External relationships: funding for the Institute programme comes almost totally from aid sources including CFTC, UNDP, CIDA, ADAB. Collaboration on certain specialised courses is maintained with the Commonwealth Secretariat, APDC, EDI, UNCRD, WHO and other UN agencies. Library: the Institute has access to all the facilities in the University library including books and academic journals; microfilm/microfiche reader and printer available. Accommodation: facilities exist on campus for course participants.
- Education and Training The Institute's main function is to service the demand for in-service training and associated needs of the USP-region in the broad area of social and economic development administration and planning. The courses, which are non-credit and designed for middle to senior/top level managers in the public and private sectors, range from 1 to 4 weeks. They fall into the sub-categories of management administration and organisation, development planning and implementation, public enterprise management and training of trainers.
- Note The University of the South Pacific is a regional institution supported by and serving 11 countries of the South Pacific region: Cook Islands, Fiji, Kiribati, Nauru, Niue, Solomon Islands, Tokelau Islands, Tonga, Tuvalu, Vanuatu and Western Samoa. The University has a campus at Laucala in Fiji and Alafua in Western Samoa and operates extension centres in all the member countries except Nauru and Tokelau Islands, where link arrangements are maintained through their educational authorities.

International

INT 16

UNITED NATIONS DEVELOPMENT ADMINISTRATION DIVISION

United Nations Division of Public Administration and Finance

United Nations Secretariat

New York NY 10017

UNITED STATES OF AMERICA

Telephone: (212) 754 1234

Cable: UNATIONS

Telex: 232422 (UNH UR)

Description

Founded: 1950 to serve all developing countries of the world. Organisation: the Division is part of the United Nations Secretariat, which is governed by the Charter of the organisation. Finance: the sources of funds for the programme's activities include the United Nations regular budget and the United Nations Development Programme budget. Professional staff: 32 full-time professional staff in the Division, with expertise in various elements of public administration and finance; over 150 experts assigned to technical assistance projects in the field. Library: the Division has access to the Dag Hammarskjold Library which holds publications on public administration and all related disciplines; microfilm/microfiche reader and printer.

Objectives

The overall objective of the United Nations programme is to assist the developing countries in improving their public administration and finance capabilities for development. This includes technical assistance to developing countries, the preparation of studies and guidelines and dissemination of information.

Education and Training

The Division does not run education and training programmes at headquarters. Instead, it helps the developing countries to build training institutions and to run courses in all aspects of public administration and management development.

Research

The research activities of the programme consist mainly of 2 types: monitoring of changes and trends in public administration and finance for development with a view to identifying emerging problems and policy proposals for consideration by the national authorities and by United Nations legislative bodies; preparation of technical guidelines and handbooks for use by developing countries.

Consultancy

In addition to the technical co-operation projects, which in most cases are substantial in substantive coverage and normally take many years to implement, the Division provides short term consultancy service ranging from 2 to 8 weeks to requesting countries on specific issues of public administration and finance.

INT 16 UNITED NATIONS DEVELOPMENT ADMINISTRATION DIVISION  
Cont.

Publications The Division has published a large number of reports, usually available in English, French, Spanish, and sometimes in Russian which are available from the Sales Section, United Nations, New York, NY 10017, USA.

Exchange Arrangements The Division would welcome joint research, co-operation in development of course materials and exchange of information with Commonwealth organisations.

INT 17 UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA)

United Nations Economic Commission for Africa  
PO Box 3001  
Africa Hall  
Addis Ababa  
ETHIOPIA

Telephone: 447200

Cable: UNECA

Telex: 21029

Description Founded: 1958 as one of the Regional Commissions of the United Nations. It is part of the Secretariat of the United Nations and executes the resolutions of the General Assembly, Security Council, ECOSOC, and the resolution of the Commission. Activities in the field of public administration, public finance management and human resource development are organised by the Public Administration, Management and Manpower Division. Finance: principally from the UN budget. Additional resources from bilateral and multilateral sources as well as contributions from member states. Countries served: all countries and territories in Africa including adjacent islands but excluding the Republic of South Africa. Professional staff: 120 plus 23 regional advisers and consultants and a number of short-term outside consultants. Library: 500 volumes and periodicals in public administration in the industrialised and developing countries; all UN publications. Accommodation: hotel accommodation available for participants attending meetings and courses.

Objectives To undertake research and studies on all aspects of African economic and social development and so provide guidelines, data and information bases to assist African states in their development effort; to implement the resolutions of the Commission and other specific mandates of the ECA.

International

INT 17 UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA)  
Cont.

Education and Training UNECA organises studies and advisory missions in human resources planning, development and, in particular, manpower and employment planning, education, training development and employment. Seminars, conferences and meetings for government officials are held to cover new developments in their fields of specialisation. Study tours in and outside Africa and specific training courses and workshops for personnel development in public and private sectors are arranged. No regular courses are conducted. Ad hoc courses may be organised at the request of member states as justified by manpower needs.

FUTURE PLANS

It is planned to organise seminars and meetings on the financial, human resource and organisational and managerial problems of public enterprise; local government and its role in development; structures and operations of central ministries with a view to improving their performance; national and subregional workshops in purchasing and supplies management.

Research Research studies are undertaken in various aspects of human resources development and utilisation, local government, central government and public enterprise.

Consultancy Consultancy is provided at the request of member states by the regional advisor in development administration and consultants engaged from outside on selected priority aspects of the Division's programme.

Publications Directory of African Management Education and Training Institutions and of Management Association, second edition.

INT 18 UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH  
(UNITAR)

United Nations Institute for Training and Research  
801 United Nations Plaza  
New York NY 10017  
UNITED STATES OF AMERICA

Telephone: 754 8621  
Cable: UNINSTAR

Description Founded: 1965, as an autonomous institution within the framework of the United Nations for the purpose of enhancing the effectiveness of the United Nations in achieving its major objectives, particularly the maintenance of peace and security and the promotion of economic and social development. Countries served: all member and observer countries of the United Nations and all developing countries. UNITAR derives its financial resources from voluntary contributions made by governments, intergovernmental organisations and from foundations and other non-governmental sources.

Education and Training Training activities include training for international co-operation and multilateral diplomacy for members of permanent missions to the United Nations in New York and Geneva; training for other government officials involved in international co-operation, particularly in international law, multilateral diplomacy and international training institutions in developing countries; training for officials and experts of the United Nations system, also training for economic and social development, particularly the training of trainers. These concentrate on training for development managers; training in the modernisation of public administration, particularly in least developed countries; training in the management of public enterprises; training for finance management.

Research Research activities include research on the United Nations and on issues of concern to it, particularly on peace and security, economic and social development and institutional matters. Research is also conducted on the future of the main developing regions of the world.

Publications UNITAR has published more than 130 books on a wide variety of subjects related to its specialisations. UNITAR research publications are distributed through the regular UN sales service and commercial publishers.

Exchange Arrangements UNITAR co-operates closely with non-governmental organisations and also plays an active role in the promotion of technical co-operation among developing countries in the fields of training and research.

**UNIVERSITY OF THE WEST INDIES      Cont.**

The University of the West Indies is an independent university and is international in that it is supported by and serves 14 territories in the West Indies, most of which are independent nations. The territories which support the university are: Antigua and Barbuda, Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St Kitts-Nevis, St Lucia, St Vincent and the Grenadines, Trinidad and Tobago. In addition Guyana is a full participant in the faculty of law, and by agreement, has a limited number of students in the professional faculties. The university has campuses at Mona in Jamaica (see INT 20), at St Augustine in Trinidad (see INT 21) and Cave Hill in Barbados (see below).

**INT 19**

**UNIVERSITY OF THE WEST INDIES (CAVE HILL)**

**Department of Management Studies  
Cave Hill Campus  
University of the West Indies  
PO Box 64  
Bridgetown  
BARBADOS**

**Telephone: PBX 425-1310**

**Description**      Part of the Department of Management Studies in the Faculty of Social Sciences. Professional staff: 7 lecturers including 2 lecturers in public administration.

**Education and Training**      **BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION, BSc**  
A 3-year full-time or equivalent part-time, undergraduate degree. The first year is introductory and includes courses in economics, politics, sociology, mathematics, statistics and accounting and history of the Caribbean. In the second and third years, students study organisational theory and behaviour, personnel management and industrial relations, administrative techniques and procedures, government and politics in the West Indies and economic theory. 4 Options: public budgeting and financial administration, development administration, project management, public finance, operations research, financial accounting, cost and management accounting, Caribbean social structure and an approved option. Requirements: normal university entry requirements for degrees at the University of the West Indies ('A' & 'O' levels).

INT 19 UNIVERSITY OF THE WEST INDIES (CAVE HILL) Cont.

DIPLOMA IN PUBLIC ADMINISTRATION

A 1-year full-time or 2-year part-time postgraduate programme in public administration to upgrade the skills of officials from the contributing territories.

BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION & LAW

A 3-year full-time programme in conjunction with the Faculty of Law to bridge the gap between the public administration and the legal profession. Limited entry.

INT 20 UNIVERSITY OF THE WEST INDIES (MONA)

Department of Government  
University of the West Indies  
Mona  
Kingston 7  
JAMAICA

Telephone: 92 76661  
Cable: UNIVERSITY KINGSTON JAMAICA

Description

A Department in the faculty of social sciences. Founded: 1960. Professional staff: 2 professors in public administration, 9 senior/assistant lecturers of whom 4 are in public administration, 5 part-time lecturers in public administration and related fields. Sub-departments: political science; international relations; public administration. Internal relationships: all courses multidisciplinary. Public administration students take courses conducted by other departments in economics, sociology, accounting and management studies and in the faculty of arts and general studies and the Department conducts courses for the Department of Management Studies and Faculty of Medicine. External relationships: government of Jamaica, other West Indian governments, CFTC, Ford Foundation, University of Guyana (GUY 2); other non-governmental foundations in US, UK, Canada, Administrative Staff College (ASC), Caribbean Community (CARICOM), Organisation of Eastern Caribbean States (OECS), Caribbean Centre for Development Administration (CARICAD); and Pan American Health Organisation. Library: access to main University library and specialist social science library. Small departmental collection; recently created Institute of Social and Economic Research's Documentation Centre; microfilm/microfiche reader. Accommodation: generally available in halls of residence. University lodgings officer assists with locating suitable outside accommodation where required.

INT 20 UNIVERSITY OF THE WEST INDIES (MONA) Cont.

Education and Training

The Department provides education and training programmes in political science, international relations, and public administration at undergraduate degree, diploma, certificate, Master's and PhD level. These are partly for specialists in these fields and partly for other students wishing to take optional courses in the Department. Regular departmental programmes include BSc (Government), BSc (International Relations), BSc (Public Administration), Diploma in Public Administration, Diploma in Health Management (jointly with Department of Medicine), Certificate in Public Administration, MSc (Government), PhD (Government). Courses within undergraduates' programmes are also taken by non-government specialists, especially for the BA degree. Academic year commences: October.

Selected Courses

BACHELOR OF SCIENCE IN GOVERNMENT, BSc

A 3-year undergraduate degree programme which requires students to choose one of 3 areas of specialisation, namely, comparative politics, political theory or public administration. Students selecting the public administration option study courses in public administration, government and politics in the West Indies, organisational theory and behaviour, Caribbean economic problems, modern political thought plus 4 optional courses. Normal University entry requirements for degree at the University of the West Indies ('O' and 'A' levels).

BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION, BSc

A 3-year undergraduate programme for young undergraduates interested in a public service career, but also relevant to those already in the service. The programme is in 2 parts. Part I provides introductory courses in politics, sociology, economics, mathematics or statistics and scientific method, accounting or history or constitutional/administrative law. Part II includes 6 compulsory courses: public administration, government and politics in the West Indies, organisational theory and behaviour, decision theory and issues of public policy, Caribbean economic problems, personnel management and industrial relations plus 3 additional courses from among 17 specialised options. Requirements: as for Bachelor of Science in Government.

BACHELOR OF SCIENCE IN INTERNATIONAL RELATIONS, BSc

A 3-year undergraduate degree which includes courses in international politics, international law and institutions, international economic relations, government and politics in the West Indies, a political science course plus 4 optional courses. Requirements: as for Bachelor of Science in Government, plus a working knowledge of an approved modern foreign language.

INT 20

## UNIVERSITY OF THE WEST INDIES (MONA) Cont.

## DIPLOMA IN PUBLIC ADMINISTRATION

A 1-year full-time, or 2-year part-time, postgraduate programme designed to provide education in public administration and to up-grade skills of officials in administrative positions or technical personnel in central government, local government and statutory bodies, with a view to improving their capacity for advancement to more senior management positions in the public service. Students study public administration, public sector economics, administrative theory and techniques, plus 2 optional courses from a wide range of politics, sociology, economics, law, accounting, statistics, data processing, systems analysis and operations research courses. In addition, they undertake an individual or sub-group administrative research project. Average enrolment: 25-30. Primarily from the Commonwealth Caribbean. Requirements: a degree or professional/technical qualifications (e.g. accounting, engineering, law) plus some relevant administrative experience, or 5 years relevant administrative experience.

## CERTIFICATE IN PUBLIC ADMINISTRATION

A 1-year full-time or 2-year part-time programme designed to broaden the education and upgrade the skills of clerical and executive personnel serving in central government ministries and departments, local government and statutory bodies. Courses: introduction to policies, elements of economics, or introduction to sociology or Caribbean history, administrative principles and practices, introduction to public administration, plus 1 optional course from elements of accounting, constitutional and administrative law, statistics, social policy and half courses in introduction to public finance Administration and Introduction to Project Management. Average enrolment: 30-35. Not relevant for students outside the Commonwealth Caribbean. Preference is given to candidates having matriculation requirements (GCE) or other equivalent qualifications. Experience is necessary and candidates without matriculation may be accepted depending on overall background.

## MASTER OF SCIENCE IN GOVERNMENT, MSc GOVERNMENT

A 2-year (approximately) postgraduate degree programme relevant for candidates interested in public service or academic careers. The programme involves 1 year of course work followed by research and the writing of a thesis which may be in any of a number of fields including public administration. In the public administration course option emphasis is on modernisation and development administration. An option is also

INT 20 UNIVERSITY OF THE WEST INDIES (MONA) Cont.

available in public enterprise. Average enrolment: 10-12 of whom 2-3 could be students from outside the Commonwealth Caribbean. Requirement: a good honours degree.

DOCTOR OF PHILOSOPHY IN GOVERNMENT

A postgraduate degree involving research and the writing of a thesis which may be in any of a number of fields including public administration. Candidates are required to participate actively in postgraduate seminars in their area of specialisation. Requirement: a Master's degree.

AD HOC COURSES

The Department has conducted short courses throughout the Eastern Caribbean, and in the Bahamas and Belize, in general administration, financial management, organisation and methods, etc. Other courses have been held in Jamaica in collaboration with the government. The Department has been actively involved in training seminars for management personnel in association with ministries of health, the Pan American Health Organization (PAHO), CARICAD, CARICOM and the OECS.

Research There is no formally structured research programme. Staff members follow their own interests although with some concern for the needs of the region. Joint complementary research is being conducted by all full-time public administration staff in one or two areas, e.g. public enterprise. Other research areas include administrative innovation and reform, local government and case studies in public policy decision making.

Consultancy Individual members are involved in consulting work for governments of the region.

Publications Public administration material appears in the quarterly social science journal, Social and Economic Studies and other international academic journals. Apart from individual articles special issues have been devoted to public administration. In addition, the St. Augustine campus has published Issues and Problems in Caribbean Public Administration. The Institute of Social and Economic Research has published a special issue on Public Sector Issues in the Commonwealth Caribbean, (Vol. 1, March 1981) - to which members of the Department made contributions.

Exchange Arrangements The Department would welcome co-operation with other Commonwealth institutions in joint research, development of course material and exchange of staff. In particular

INT 20

## UNIVERSITY OF THE WEST INDIES (MONA) Cont.

it would be interested in co-operation in the development of case studies and short joint seminars on appropriate subjects.

Note

The University of the West Indies is an independent university and is international in that it is supported by and serves 14 different territories in the West Indies, all but 2 of which are independent nations. The territories which support the university are: Antigua, Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts-Nevis-Anguilla, St. Lucia, St. Vincent, Trinidad & Tobago. In addition Guyana is a full participant in the Faculty of Law, and by agreement, has a limited number of students in the professional faculties. The University has campuses at Cave Hill in Barbados (see INT 19), St. Augustine in Trinidad (see INT 21) and Mona in Jamaica (see above).

The Department of Management Studies also in the faculty of social sciences offers a BSc in management studies with either an industrial management option, or a hotel management concentration (Bahamas). It also conducts a 1-year full-time, or equivalent part-time, postgraduate diploma in management studies in a 1-year full-time, or equivalent part-time, Certificate in Management Studies. A full or part-time Diploma in Health Management jointly administered by the faculties of social sciences and medicine is also offered. The University of the West Indies has started a 'restructuring' regime that accords greater autonomy to the 3 campuses and which rationalises the UWI's administrative arrangements.

International

INT 21 UNIVERSITY OF THE WEST INDIES (ST. AUGUSTINE)

Department of Government  
St Augustine Campus  
University of the West Indies  
St Augustine  
TRINIDAD

Telephone: PBX 66-32007  
Cable: STOMATA PORT OF SPAIN TRINIDAD

Description The Department of Government was founded in 1974 as a subsection of the Department of Politics and Sociology. Professional staff: reader/head, 4 senior/lecturer.

Education and Training In addition to providing courses in public administration as optional courses for the BA degree, the Department provides a BSc (Government) and an MSc (Government) both permitting the student to specialise in public administration. Diploma and Certificate courses in public administration are also offered.

**BACHELOR OF SCIENCE IN GOVERNMENT, BSc**

A 3-year undergraduate degree which permits students to specialise in comparative politics, political theory, or public administration. Students taking the public administration option take courses in public administration, government and politics in the West Indies, organisational theory and behaviour, Caribbean economic problems, modern political thought, plus 4 additional courses offered by Department of Government, Faculty of Social Sciences, Faculty of Arts and General Studies, and the Faculty of Law.

**MASTER OF SCIENCE IN GOVERNMENT, MSc**

A 2-year (approximately) postgraduate degree programme relevant for candidates interested in public service or academic work followed by research and the writing of a thesis which may be in any of a number of fields including public administration. In the public administration course option emphasis is on modernisation and development administration. An option is also available in public enterprise. Average enrolment: 10-12 of whom 2-3 could be students from outside the Commonwealth Caribbean. Requirements: a good honours degree.

The Department of Management Studies, also in the Faculty of Social Sciences, offers a BSc in Management Studies with either an Industrial Management option, or an Agricultural Management option, or a Hotel Management Concentration (Bahamas) option. It also conducts a 1-year full-time, or equivalent part-time, postgraduate Diploma in Management Studies and a 1-year full-time, or equivalent part-time, Certificate in Management Studies. The MSc degree can also be taken with a concentration in Management Studies.