Dear Colleagues,

We have proudly offered our summer Executive Education programs at the Duke Center for International Development (DCID) for nearly fifteen years. These programs have equipped hundreds of professionals around the world with the knowledge and tools to strengthen financial and economic management systems in their countries and companies.

We invite you to review our brochure and apply for one or more of our programs. In addition, if you know of colleagues who may benefit from these programs, we encourage you to share this information with them. DCID welcomes participants from all countries, backgrounds and cultures. We hope you will soon be joining our elite network of practitioners who are using the skills they gained at Duke University to make a positive difference in countries around the world. For more information or to submit an online application, please visit our website at dcid.sanford.duke.edu.

GRAHAM GLENDAY

FERNANDO FERNHOLZ

GP SHUKLA

ROY KELLY

PETER BARNES
Our Programs

The Duke Center for International Development has provided the highest quality training for more than 5,000 mid-career professionals from over 100 countries through its Executive Education programs.

These programs give professionals from government agencies, international institutions, NGOs and the private sector the opportunity to learn from and share best practices with our faculty and other experienced practitioners. The combination of theoretical knowledge and “real-world” experience gives participants new ways of analyzing and solving international development and business problems.

In addition to its customized programs, DCID offers five open enrollment certificate programs in the following areas each summer:

- Project Appraisal and Risk Management (PARM)
- Transfer Pricing: Policy and Practice
- Tax Analysis and Revenue Forecasting (TARF)
- Fiscal Decentralization and Local Government Financial Management (PFD)
- Budgeting and Financial Management in the Public Sector (BUDGET)

Read on to learn more about these programs and how they can transform your effectiveness as a development professional.

dcid.sanford.duke.edu/exed
"In the future when dealing with issues related to project appraisal I know I can just look back at the material and lectures from the professors, and I know I am on the right track."

Zubair Noqvi, participant
Sound investment decision-making using cost-benefit analysis techniques is key to ensuring the sustainable health and growth of an economy. In the Project Appraisal and Risk Management (PARM) program, you will acquire the knowledge and tools to conduct project and program appraisals, focusing on financial, economic and stakeholder analysis.

Past participants in this intensive four-week program have included employees of government ministries and public enterprises, banks and financial institutions, international development and aid agencies, and investment and business consulting firms.

THE FACULTY
Professor Graham Glenday and Professor Fernando Fernholz co-direct the program and are joined by experts in specialized areas such as country risk and costing risk, and the evaluation of environmental and social costs and benefits.

VISIT WASHINGTON, D.C.
Participants take part in a working trip to Washington, D.C., where they interact with professionals from international financial institutions and discuss current practices and emerging issues in project appraisal.

May 15-June 10, 2016
Priority application deadline: April 15
Program fee: $11,000

In the PARM program, you will:
- Learn to more effectively gauge the economic attractiveness, financial sustainability and distributional impacts of projects
- Measure the impacts of various design features including scale, timing and length of life on project viability
- Learn to conduct economic valuation of goods and services, environmental and social impacts, and basic needs for social programs
- Become familiar with risk assessment, costing and risk management techniques

dcid.sanford.duke.edu/parm
“When you come to an institution like Duke, you know that you are getting a state of the art experience because you gain credibility after meeting professionals who have worked in this discipline for years.”

Fernando Cossio, participant
Transfer pricing is the most challenging issue in international tax today, creating controversy and frustrations for both taxpayers and tax administrators. This intensive one-week course provides policymakers and administrators with insight into the complex world of transfer pricing, enabling government officials to develop sound transfer pricing rules that balance the needs of government and business, and to use their limited resources efficiently and effectively in auditing taxpayers. The program also gives private sector tax professionals insight into the perspective of tax examiners.

The program is designed for individuals working in tax policy and tax administration, either as government officials or in the private sector with corporate taxpayers and advisory firms.

THE FACULTY

Senior Fellow Peter Barnes directs the program and is joined by other Duke faculty and leading experts in the field of transfer pricing. Economists and lawyers with many years of experience, including work with governments and international organizations, will lead the sessions.

June 5-10, 2016

Priority application deadline: May 6
Program fee: $3,500

In the Transfer Pricing program, you will:

- Explore the economic and tax policy issues concerning transfer pricing
- Learn the structure of multinational corporations and global supply chains
- Gain an understanding of traditional, transactional and simplified methods for setting prices
- Review UN and OECD guidelines and their application issues
- Study and discuss special cases and country-by-country reporting

dcid.sanford.duke.edu/transferpricing
“The program has something for everybody, from tax administrators to policymakers to academics. My experience at Duke opened my eyes about my own country... My view of the world will never be the same.”

Patrick Kambewa, participant
Tax analysis and revenue forecasting are increasingly important functions as governments undertake reforms of their tax systems to enhance revenues and promote economic growth. The Tax Analysis and Revenue Forecasting (TARF) program will help you develop the knowledge and tools required to analyze key tax policy issues, implement tax system reforms and forecast tax revenues.

This intensive four-week course will enable you to learn about the various aspects of tax policy, revenue forecasting, statistical techniques and revenue estimation models. The course is designed for public and private sector executives, officials of revenue authorities and ministries of finance, professionals in multilateral and regional banks, and consultants providing assistance to public and private sector decision makers.

THE FACULTY
Professor GP Shukla directs the program and is joined by other senior Duke faculty with extensive experience in all areas relating to taxation.

June 26-July 22, 2016
Priority application deadline: May 27
Program fee: $10,250

In the TARF program, you will:
- Learn the theoretical foundations for analyzing tax systems and hands-on techniques for evaluating their revenue performance
- Learn how to assess and quantify impacts of alternative fiscal policies on a variety of economic entities and stakeholders
- Use micro-simulation and macroeconomic models for effective tax analysis and revenue forecasting of all major tax types

dcid.sanford.duke.edu/tarf
“This was just the right course for me. I’m more empowered now, and I have a clear vision of how to communicate with the national government and guide projects.”

Munisa Vahobova, participant
Decentralization strategies are being implemented worldwide to improve service delivery and governance. In the three-week Program on Fiscal Decentralization and Local Government Financial Management (PFD), you will develop the knowledge and tools to initiate effective decentralization policy and administrative reforms in your country.

Through a combination of lectures, case studies and presentations, you will learn the theory and practice of fiscal decentralization and the roles of central and local government in moving toward more autonomous, accountable and efficient governance.

The program is designed for government officials, policymakers, program managers, politicians and consultants dealing with decentralization, public financial management and local government reforms.

THE FACULTY

Professor Roy Kelly directs the program and is joined by senior Duke faculty and practitioners with extensive experience in the design and implementation of fiscal decentralization, local government finance and public sector management reforms.

July 10-29, 2016

Priority application deadline: June 10
Program fee: $8,500

In the PFD program, you will:

- Gain an understanding of the theory and practical applications of fiscal decentralization, intergovernmental transfers, local resource mobilization and debt management
- Learn policy and administrative options related to reforming fiscal decentralization, the structure of intergovernmental transfers and the major revenue sources available to local governments
- Study the economic, administrative and legal dimensions of decentralization, with special emphasis on the role of local revenues and intergovernmental transfer systems
- Familiarize yourself with decentralization strategies that are being implemented worldwide to improve efficient and accountable service delivery, governance and citizen participation

dcid.sanford.duke.edu/pfd
“The program has been an eye-opener for us. We have gotten a very good understanding of the budgeting process and the opportunity to [learn] what efforts have been made, what are the challenges, and what is the way forward.”

Decker Paye, participant
Budgeting and financial management are at the core of economic and public sector reform programs throughout the world. With the growing pressures for enhanced service delivery and the challenges of fiscal crises, improved budget processes and innovative financial management techniques are critical in developing and emerging economies.

As a participant in the Budgeting and Financial Management in the Public Sector (BUDGET) program, you will develop the analytical and operational skills required to reform budget systems and strengthen public financial management. During this intensive three-week program, you will analyze budget system reforms in various countries through a combination of lectures, case studies, negotiation sessions and hands-on computer exercises.

The program is designed for mid- and senior-level managers with a substantial record related to public service, such as policymakers, budget analysts, administrators and officials in ministries of finance and planning, line ministries and other government agencies.

THE FACULTY

Professor Graham Glenday and Professor GP Shukla direct the program and are joined by faculty with extensive experience in advising, research and training in all areas of budgeting and public financial management. Additional expert faculty are drawn from the IMF, World Bank and other leading institutions.

July 24-August 12, 2016

Priority application deadline: June 24
Program fee: $9,500

In the BUDGET program, you will:

- Gain an understanding of the relationship between the government budget and the national economy
- Use input, output and outcome-oriented budget systems for medium-term budget formulation and management
- Enhance understanding of the use of analytical techniques and tools such as cost-benefit analysis in capital budgeting, revenue forecasting, cash management and costing of public services
- Learn negotiation skills for budgeting
- Explore issues in fiscal reform, the implementation of program and performance budgeting and the use and roles of performance indicators in public financial management and budgeting
- Gain a deeper understanding of the key areas of public investment management and debt management

dcid.sanford.duke.edu/budget
**Program Directors**

DCID faculty comprises scholars and experienced development practitioners who have collectively lived and worked in over 30 countries over the last 20 years. They have been actively involved in policy advising, reforms, training and research throughout the world.

**GP Shukla** is Professor of the Practice of Public Policy at DCID. He is also Director of the TARF program and Co-Director of the BUDGET program. Previously he served as a Development Fellow at Harvard’s Kennedy School of Government and an Associate at the Harvard Institute for International Development. Prior to Harvard, he worked for the Government of India in the state of Uttar Pradesh, serving as Permanent Secretary of Planning and Administrative Reform, Divisional Commissioner and Chairman of Development Authorities. He has advised on development issues in Malawi, Ghana, Tanzania, Nigeria, India, Nepal, Thailand, Sri Lanka, Haiti, Belize, Guyana, Armenia, Kazakhstan, the Russian Federation, Jordan and Vietnam. He earned his Ph.D. from Harvard University.

**Graham Glenday** is Professor of the Practice of Public Policy at DCID and Co-Director of the PARM, BUDGET and International Taxation programs. He was Director of the Public Finance Group in the Kennedy School of Government and earlier in the Harvard Institute for International Development. He has over 30 years of international professional experience in public finance, acting as an advisor in tax policy and administration reforms, public investment management and other fiscal matters to some two dozen countries in Africa, Asia and elsewhere, including coordination of the successful Tax Modernization Program in Kenya. Glenday earned his Ph.D. from Harvard University.

**Roy Kelly** is Professor of the Practice of Public Policy at DCID and Director of the PFD program. He has over 30 years of international experience designing and implementing public sector reforms and training programs in Africa, Asia, Latin America, Central Asian republics and Eastern Europe. From 1982-2001, he worked at Harvard University with the Harvard Institute for International Development, the Kennedy School and the International Tax Program. He served as a resident advisor in Indonesia (1982-1988), Kenya (1998-2005), Cambodia (2005-2007) and Tanzania (2007-2009) and as a short-term consultant in over 25 countries. He earned his Ph.D. from Harvard University.

**Fernando Fernholz** is Associate Professor of the Practice of Public Policy at DCID and Co-Director of the PARM program. He was a Development Associate working with the Public Finance Group of the Harvard Institute for International Development and has done long- and short-term advisory work in countries such as Russia, India, Panama, Bolivia, Ethiopia, Zambia, Uganda and Malawi. He also headed his own consulting, construction and data processing companies in Bolivia. He earned his Ph.D. from Boston University.

**Peter Barnes** is Senior Fellow at DCID and Director of the Transfer Pricing program. Previously he was Senior Tax Counsel at General Electric, where he supported GE and its affiliates on tax matters throughout the Asia-Pacific region. Prior to joining GE in 1991, Barnes worked in the Office of Tax Policy at the U.S. Department of Treasury in Washington, D.C., concluding his period of service as U.S. Deputy International Tax Counsel. He is also of counsel to the Washington, D.C. law firm Caplin & Drysdale. Barnes received his JD from Yale University.
STAFF SERVICES
To ensure your studies are as productive as possible, our experienced and attentive staff are ready to help you with any questions or issues you may have. Our staff members, all with considerable experience in program implementation and student services, provide assistance with documentation, accommodations and transportation. They also arrange a number of social activities and site visits during your time at Duke.

FUNDING
The program fee includes housing, local transportation, emergency medical insurance, course materials, social activities (optional), use of a laptop computer for the duration of the program, and access to the Duke University libraries and computer facilities. Participants are typically sponsored by their employer or a funding organization. Candidates should approach their current employers or other funding organizations as soon as possible to obtain financial support.

Duke University and DCID do not offer scholarships or financial aid for open enrollment programs. However, discounts are available for organizations sponsoring three or more participants in the program. Please contact DCID for more information regarding group discounts.

CUSTOMIZED PROGRAMS
DCID partners with organizations and government agencies around the world to design customized programs for finance, tax and budgeting professionals in developing and transition countries. Programs can range in duration from three days to a full academic semester, and can take place in-country and/or at Duke University. Recent programs include:

- Public Policy and Management Program, State Administration of Foreign Experts Affairs, China
- Program on Tax Policy and Administration, Transfer Pricing, Taxpayer Services and Human Resource Management, Indian Revenue Service
- Budgeting and Public Financial Management Program, Indian Civil Accounts Service
- Public Policy and Management Program, Academy of Public Administration under the President of the Republic of Kazakhstan
- Program on Implementing Fiscal Decentralization, Government of Liberia
- Strengthening Government through Capacity Development, Government of Bangladesh
- Program on Cost-Benefit and Cost-Effectiveness Analysis, United States Agency for International Development (USAID)

dcid.sanford.duke.edu/custom
DUKE UNIVERSITY AND DCID

Duke University is a world-class academic institution and one of the top 10 universities in the United States. It is an independent, comprehensive, coeducational research university that offers a variety of outstanding undergraduate and graduate programs consistently ranked at or near the top of their respective fields.

The Duke Center for International Development (DCID), part of Duke’s Sanford School of Public Policy, is an interdisciplinary training, advisory and research unit offering cutting-edge graduate degree and executive programs in international development policy. Since 2001, it has trained more than 5,000 international development professionals through its open enrollment and customized Executive Education programs.

ABOUT DURHAM, NORTH CAROLINA

Durham is a colorful and creative community that continuously earns accolades as one of the best places in the U.S. to visit, live and do business. It is one of three municipalities—along with Raleigh, the state capital, and Chapel Hill, home of the University of North Carolina at Chapel Hill—that form the Research Triangle, known worldwide for its outstanding research universities, innovative technologies and entrepreneurial spirit.

Durham boasts beautiful natural areas, has more than 550 restaurants, and hosts performances, festivals and sporting events year-round. North Carolina's beautiful beaches are a few hours to the east, while the rugged mountains to the west are popular for hiking, fishing, boating and skiing.

Apply Now

To submit an application or learn more about our Executive Education programs, visit us online at dcid.sanford.duke.edu/exed.

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