



Project Appraisal and Risk Management

May 14 - June 9, 2017



"Duke is a world-class university and coming here is the best that anyone could ask for."

Former PARM participant



Duke Center
for International
Development

The Program

Sound investment decision-making in the public and private sectors is key to ensuring the sustainable health and growth of the economy. In the *Project Appraisal and Risk Management (PARM)* program, now in its fifteenth year at Duke University, you will acquire the knowledge and tools to conduct project and program appraisal, focusing on public and private investments, public-private partnerships, regulated utilities, educational and health facilities and other service providers. Through a combination of lectures, case studies, hands-on computer exercises, and investment cases from your home country, this intensive four-week course will teach you cost-benefit analysis frameworks for financial, economic, and stakeholder analysis, including risk analysis and management.

The Faculty

Professor Graham Glenday
PhD in Public Policy, Harvard University

Professor Fernando Fernholz
PhD in Economics, Boston University

The faculty has over 50 years combined international professional experience in project appraisal, public finance, and management. Other Duke faculty teach specialized areas such as country risk and costing risk, and the evaluation of environmental and social costs and benefits.

Visit Washington, D.C.

As a participant, you will take part in a short working trip to Washington, D.C., where you will have the opportunity to interact with experienced professionals from international financial institutions and discuss current practices and emerging issues in project appraisal. Leading experts in specialized areas are also invited to address participants both on the trip and at Duke.



"In the future when dealing with something 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, PARM participant

Who should apply to this program?

PARM is for people who design, appraise, select, negotiate, finance or make decisions on projects, and for those who are interested in the financial, economic, and social impacts of these projects.

Past participants have included employees of government ministries and public enterprises, banks (private and public) and financial institutions, investment analysis agencies, international development and aid agencies, individual and corporate investment firms, private management, engineering, and business consulting firms, public-private partnerships, regulatory institutions, and loan guarantee agencies.

What topics will be covered?

Financial, Economic, Stakeholder and Policy Analysis

- Stages in feasibility studies and project cycles
- Development of cash flow statements
- Financial sustainability of projects
- Impact of scale, timing, and length of life on project viability
- Impacts of inflation and exchange rates on financial viability and risks
- Cost-effectiveness measures of social programs
- Capital markets and financing projects
- Economic cost of human resources, capital, public funds and foreign exchange
- Economic valuation of goods and services, environmental and social impacts
- Basic needs valuation for social programs
- Integration of financial, economic, and social appraisals of major investment projects
- Privatization, contracting, and regulation issues
- Public-private partnerships (PPPs)
- Foreign direct investment, joint ventures, and tax incentives
- Poverty alleviation and poverty reduction

Risk Analysis and Management

- Foundations of uncertainty and risk
- Project design, financial and organizational arrangements
- Risk assessment, costing and management techniques such as contracts and real options
- The roles of incentives, sanctions, and risk sharing

“PARM is really helpful, especially for those involved in making public sector decisions because it involves more collaboration between the government and the private sector.”

Iskandar Zulkarnain, PARM participant

Application Details

What is the application process?

To submit an application and to check for additional program information, visit us online at dcid.sanford.duke.edu.

Priority application deadline:

April 14, 2017

When and where will this program be held?

May 14 – June 9, 2017

Duke Center for International Development (DCID)
Sanford School of Public Policy
Duke University
Durham, North Carolina, U.S.A.

2017 program fee: \$11,000

What is included?

Program fee includes housing, local transportation, emergency medical insurance, course materials, site visits, 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 employer or other funding organizations as soon as possible to obtain financial support. Duke University and DCID do not offer scholarships or financial aid. Please contact DCID for more information.

phone: +1 919-613-9277

fax: +1 919-681-0831

email: dcidexed@duke.edu

web: dcid.sanford.duke.edu





**Sanford School of Public Policy
Duke University**

Duke University & 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) is an interdisciplinary training, advisory, and research unit offering cutting-edge graduate degree and executive education programs in international development policy. DCID is a unit within the Sanford School of Public Policy.

*Contact us today for
more information.*



**Duke Center
for International
Development**

**Project Appraisal and Risk
Management (PARM)**

phone: +1 919-613-9277

fax: +1 919-681-0831

email: dcidexed@duke.edu

web: dcid.sanford.duke.edu