Executive Education Programs

Project Appraisal & Risk Management
Transfer Pricing
Monitoring & Evaluation
Tax Analysis & Revenue Forecasting
Fiscal Decentralization
Budgeting & Public Financial Management

Duke Center for International Development
at Duke University
Dear Colleagues,

We have proudly offered our summer Executive Education programs at the Duke Center for International Development (DCID) for more than fifteen years. These programs have equipped almost 6,000 professionals from over 100 countries with the knowledge and tools to strengthen financial and economic management systems in their countries and companies. The combination of theoretical knowledge and “real-world” experience shared by faculty and other practitioners gives participants new ways of analyzing and solving international development problems.

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  
GP Shukla  
Roy Kelly  
Fernando Fernholz  
Peter Barnes
Meet our Program Directors

Graham Glenday is Professor of the Practice Emeritus at DCID. 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 for some two dozen countries in Africa, Asia and elsewhere. He earned his Ph.D. from Harvard University.

GP Shukla is Professor of the Practice of Public Policy at DCID. 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 earned his Ph.D. from Harvard University.

Roy Kelly is Professor of the Practice of Public Policy at DCID. He has over 30 years of international experience designing and implementing public sector reforms. 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, Kenya, Cambodia and Tanzania. He earned his Ph.D. from Harvard University.

Fernando Fernholz is Professor of the Practice of Public Policy at DCID. 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. 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, concluding his 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.

dcid.sanford.duke.edu/exed
It was an exciting experience for me to learn valuable details about project appraisal from professors who have many years of experience both in academics and the field.

Hilal Tezcan, participant
Sound public and private 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. Analysis of risk analysis, real options and management are important components of the program.

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

THE FACULTY

Professor Fernando Fernholz directs the program and is joined by experts in specialized areas such as country risk and costing risk, and the evaluation of environmental and social costs and benefits.

May 12–June 7, 2019

Priority application deadline: April 12
Program fee: $11,250

In the PARM program, you will:

- Learn to more effectively gauge the financial and economic attractiveness, sustainability and distributional impacts of projects
- Measure the impacts of various design features including administration, technology, scale, timing and length of life on project viability
- Learn to conduct financial and budgetary assessments, economic valuation of goods and services, environmental and social impacts, and basic needs for social programs
- Become familiar with risk assessment and risk costing as well as risk management techniques
The program provided excellent content and discussion among a wide variety of industry participants, including taxpayers, advisors and taxing authorities from multiple countries. However, the best part of the program was the knowledgeable and experienced faculty.

William Lee, participant
Transfer pricing is the most challenging issue in international tax today, creating controversy and frustrations for both taxpayers and tax administrators. The one-week Transfer Pricing: Policy and Practice program 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 a strong understanding of transfer pricing and 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.

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. Sessions are led by economists and lawyers with many years of experience, including work with governments and international organizations.

CPE credit available. See back cover.

June 17-21, 2019

Priority application deadline: May 17
Program fee: $3,750

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 to issues
- Study and discuss special cases and country-by-country reporting
- Explore the critical importance of intangibles in setting appropriate transfer prices

dclid.sanford.duke.edu/transferpricing
The last two weeks have been a pleasure both personally and professionally. The program targeted the content to the participants, and also showed a good balance of theory and practice.

Dominique Ambrose-Charles, participant
Effective monitoring and evaluation of programs remains both a challenge and priority in developing and emerging economies. It is a key element for successful planning and implementation of development programs in the public sector including health, education, agriculture, rural and urban development, and municipal services.

This two-week program on Monitoring and Evaluation of Development Programs (M&EDP) helps participants learn the key steps and analytical tools to design and monitor programs and develop an analytical framework to evaluate their performance and outcomes.

The program is intended for public sector managers, planners, program analysts, accountants and financial advisors in ministries of finance, economic planning, as well as sector ministries and field agencies engaged in planning, implementation, and evaluation of development programs. The program content is also beneficial for professionals in NGOs, development banks and donor agencies.

THE FACULTY

Professor GP Shukla and Professor Graham Glenday co-direct the program and are joined by faculty from Duke University and international experts and practitioners with wide experience in different aspects of designing, implementing and monitoring development programs.

In the M&EDP program, you will:

- Learn how to integrate planning, monitoring and evaluation, leading to results-based management
- Identify indicators, collect necessary data and resources, and develop an appropriate framework applicable to development programs
- Identify and involve stakeholders and partners in joint monitoring and evaluation processes and develop key steps in decentralized evaluations
- Employ cost-benefit and cost-effectiveness analysis and develop socio-economic performance indicators for economic projects and social sector programs
- Develop sector-specific analytical frameworks for sectors such as health, education, agriculture, water and sanitation, rural and urban development, transportation, and municipal services

June 2-14, 2019

Priority application deadline: May 2
Program fee: $6,500

dcid.sanford.duke.edu/medp
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, domestic resource mobilization (DRM), 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. Additional expert faculty are drawn from the IMF and the World Bank.

June 16-July 12, 2019

Priority application deadline: May 16
Program fee: $10,500

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 empirical techniques, micro-simulation and macroeconomic models for effective tax analysis and revenue forecasting of all major tax types
- Explore novel themes in international taxation, transfer pricing, tax competition and tax compliance

CPE credit available. See back cover.

dcid.sanford.duke.edu/tarf
Invigorating, well planned, insightful sessions made this a memorable experience. The conceptual framework and its demonstrable application have added a professional edge to my work.

Mamta Shankar, 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, policy-makers, 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 and University of North Carolina at Chapel Hill faculty and practitioners with extensive experience in the design and implementation of fiscal decentralization, local government finance and public sector management reforms.

July 7-26, 2019

Priority application deadline: June 7
Program fee: $9,100

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
There are three types of people in this world: people who watch things happen, people who wonder what happened, and people who make things happen. With this program, [DCID] has made things happen. We promise our teachers that as we go back, we will make a difference in our careers.

Rudolf Zimmermann, 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 GP Shukla and Professor Graham Glenday co-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.

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**July 7-26, 2019**

**Priority application deadline: June 7**

**Program fee: $9,750**

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](http://dcid.sanford.duke.edu/budget)
CPE CREDIT AVAILABLE

Duke University Executive Education Programs is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

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. Group discounts are available for organizations sponsoring three or more participants in the program.

ABOUT 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. It is located in Durham, North Carolina, 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.

The Duke Center for International Development (DCID), part of Duke’s Sanford School of Public Policy, is an interdisciplinary education, advisory and research unit. It offers cutting-edge graduate degree and executive programs in international development, and catalyzes policy research in areas of importance such as health and human capital, energy and the environment, governance and globalization in developing economies.

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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