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Date
Our rat.
Your re'.
31/! 5 MARS 1988
The African National Congress - ARC
Lusaka
ZAMBIA

Att: Education Department
07 March 1988
3130/SASZB/kae-28

Dear Sir.

COURSE IN ANALYSIS AND PLANNING OF DEVELOPMENT PROJECTS, AT
THE INTERNATIONAL SUMMER SCHOOL, UNIVERSITY OF OSLO

The ANC is hereby invited to submit candidate applications for the course
"Analysis and Planning of Development Projects" which will be held at the International Summer School of the University of Oslo from 25 June to 05 August 1988, in Oslo.

Please refer to the enclosed document which gives an outline of the course. I also enclose a brochure which gives more general information about the course at the University of Oslo. (Our course was unfortunately set up too late to be included in the ISS brochure, but does all the same form part of the regular 1988 ISS/UIS programme).

The course will have its emphasis on economic and finance; applied at the project level. But also other aspects of project evaluation and planning will be included. The course will be general in the sense that the subjects, theory and methodology taught will be independent of the sector the project is in (water, energy, social infrastructure, etc.). However, we will gear the practical case studies towards energy projects in developing countries. The course participants should ideally work and have experience as project/planning officers or policy makers. It is a pre-requisite for the participants to have an academic background in economics or finance. Most participants will probably have training and background from a different discipline (technical/engineering, social, etc.). We think that lack of formal training could be compensated by thorough relevant practical experience. The point is that the course is tailor made for people who are in a work situation where they would benefit from acquiring additional skills in applied economics and finance in order to better perform their project or policy work.

The course is offered and operated under the auspices of the University of Oslo. The practical course preparation and management is done by us, and the course is set up in cooperation with the SADC Energy sector. Most of the participants are from the SADC countries, working in various Government or parastatal organisations.

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For consult AS! International call: 4. 47 2 4710 00

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I am convinced that this course would be most Suitable for appropriate staff from the ANC. The contents and the aim of the course should be ideal for your organisation. The fact that the fellow participants would be other SADCC nationals or Norwegians working with development issues, would provide a conducive context for the course which I think participants from your side would find very positive.

The course gives formal academic credits, and the successful participants will be given a Diploma.

Unfortunately, this invitation reaches your organisation in a late point in time. The Application's deadline is the 31 March 1968. We would be most obliged if ANC as soon as possible and before the application deadline, could indicate to us by telex whether you find the course interesting and whether you will present any candidate applications. The applications themselves we do not need until April. But from an administrative point of view it is essential that we receive your principal response this month.

There are limited number of scholarships available, that will cover travel to and from Norway, stay in Norway, and the course fees. It is essential that ANC's principal response is received within the deadline so that this can be taken into consideration when the allocation of the scholarships is being done. During my years in Luanda I was at some occasions involved in arranging for members of your organisation to attend ISS/UIO courses. This was a positive experience both for the University of Oslo, and I think, for the students from the ANC. I therefore hope that you will take this opportunity to follow up by proposing candidates also this year.

Please send me a telex at Norway 78452 hifab n, or phone Norway t 2 t 52 41 50, for further information or clarification. You could also contact the Norwegian Consulate in Luanda, which can give you information, and which will help passing on your Applications to us in Norway

Sincerely yours,

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Klaus ' Endre en

Petroleum and Energy

Resources Management

cc: The Resident Representative, ANC

Luanda, P.R. ANGOLA

Norwegian Consulate

Lusaka, ZAMBIA

Norwegian Consulate

Luanda, P.R. ANGOLA

Enclosures: - Course brochure

- 153/310 catalogue

COURSE TITLE

"Analysis and Planning of Development Projects. With an Energy Bias".

TIME AND VENUE

25 June - 05 August 1988.

The International Summer School, University of Oslo, (Oslo).

COURSE OBJECTIVES

The course's participants will be people who work in the field of policy making or are in project planning functions. Participants should be recruited from third world countries (the majority) and from Norway (some few only).

Participants will have a degree in a technical or social subject, but no formal economic training. However, they must have been confronted with practical economics in their work situation.

The course will aim at giving the participants a better understanding of economic and financial project analysis, planning and management. It will have a bias towards energy projects.

The course will take departure in Economic theory, with a perspective to place the project work in an overall socio-economic context.

The financial dimension will first be discussed in a theoretical framework. Thereafter one will go through the financing forms and mechanisms currently being used for development projects.

A emphasis will be placed on the link and differences between the technical, administrative, financial and economic dimensions and criteria.

The course will have a practical aim, and one will include quantitative methods that can be used in an operational work context by the participants after graduation from the course.

Frequently, project analysis and planning tend to concentrate on the investment/starting-up phase of the project. The syllabus will discuss the linking of the investment phase with the operating phases of the project.

Although the course will concentrate on analytical and planning aspects, some attention will also be paid to practical project management.

Particularly, the linking of planning with implementation management.

Consideration will be given to the operation and maintenance aspects.

An integral part of modern operative project analysis and planning is the use of the computer tool. One will therefore integrate the use of PCs in the course, by presenting relevant software and PC solutions to practical project work.

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SYLLABUS STRUCTURE

1. The Macro-Economic Setting

1.1

1.2

1.3

2.1

2.2

2.3

2.4

Development Economics

The aim is to place the project in an overall, national development economic context. One will touch some alternative schools of thought as to development strategies. The role of energy in the development process will be discussed.

International Economics

The national economy will be placed in an international context; illustrating the possibilities and constraints to national development efforts arising through the international economic links, with particular emphasis on trade and debt issues.

Markets; Prices and Costs

The participants will be given an introduction to key micro-economic theory outlining various market structures and the resultant price and cost effects. The concepts of average and marginal costs, will be highlighted.

Project Analysis and Planning

The Concepts of Economics and Finance

The difference and interplay between Economics and Finance will be presented, at the level of concepts and ideas, and placed in the developing country context.

The Financial Analysis and Planning

This topic will explain the objectives and format of practical project financial analysis and planning. The topic will concentrate on methodology and technique.

The Economic Analysis and Planning

The presentation will develop the practical methodology used in economic project work, with a view to analyse project costs and benefits (direct and indirect) in a quantitative manner, to society.

The Organisational Setting

The project will be placed in the institutional context, with a view to stress the need for an organisational perspective in the project work.

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2.5 Operation and Maintenance

A major weakness in far too many development projects, has been the lack of attention given in the planning phase to the aspects of operation and maintenance. This presentation will demonstrate an analytical and structured approach to these aspects of the successful development projects.

2.6 Manpower

The availability of adequately skilled manpower is of instrumental importance to the development projects. One will under this topic demonstrate the approach to the problem in the way of analysing the need for, and dealing with various solutions to the supply of required manpower.

3. Financing Development Projects

3.1 Project Presentation

The financial ingredients in, and the format of, the "bankable" development project will be discussed and demonstrated.

3.2 Financial Sources

This topic will deal with the various international financial sources available for development projects. A discussion of local finance, in terms of mechanisms and forms, will be included.

3.3 Financial Terms

One will review the various types of terms relevant for project financing, and discuss their importance. The presentation will also include some technical aspects, and will be negotiation oriented.

4. Managing the Implementation of the Project

4.1 Project Organisation

The presentation will discuss alternative ways to how to organise the implementation of projects.

4.2 Management Tools

Key management tools will be described and discussed.

5. Technical Aids

Topic 5 will start at the same time as topic 1, and run parallel to the other topic throughout the course. No prior computer knowledge is required. Much of the case work will involve the use of the PC.

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5.1 The Role of the Personal Computer (PC)

The financial role of the PC in the context of analysing, planning and managing the implementation of development projects, will be presented, at the a practical level.

5.2 Useful Software

A couple of common software packages, with particular relevance to the topics dealt with in the course, will be presented and demonstrated.

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