

We are pleased to announce our calendar for 2015, with workshops and longer courses covering a range of infrastructure sectors and specialist skills to enhance the professional competence of managers and leaders in both public and private sectors. CIID focuses on developing implementation capability to a high standard at all levels of an organisation and in introducing internationally accepted standards of best practice in managerial, technical and administrative functions and responsibilities. We have a multidisciplinary approach to improving the planning, financing, implementation and management of infrastructure development.


We offer both open programmes and customised courses, covering a range of levels and duration. Our courses are designed and delivered by sector specialists, with substantial professional experience in their sector.

The calendar on the next page gives our scheduled courses for the coming year. If you would like us to arrange a customised programme for your organisation, please contact us.

<h3>Infrastructure sectors</h3> <ul style="list-style-type: none"> ➤ Our programmes cover a broad spectrum of infrastructure sectors, including both economic or physical infrastructure and social infrastructure. ➤ We have set up sector specialist groups, with practitioner experience across the globe. ➤ We draw on their expertise and experience in the design and delivery of our programmes. ➤ Our courses have a work-based learning or action learning structure, to maximise their practical outcomes and benefits. 	<h3>Public Private Partnerships and Project Funding</h3> <ul style="list-style-type: none"> ➤ We assist government departments and infrastructure companies in the highly specialised field of procurement and project funding ➤ Our programmes enable government departments to work with funding agencies and understand the best procurement methodology and structure of project financing ➤ In today's economic climate many infrastructure projects require specialist expertise in structuring Public Private Partnerships (PPP), an area in which CIID has substantial global experience.
<h3>Public Sector Administration</h3> <ul style="list-style-type: none"> ➤ With increasing globalisation, international standards in public sector administration are vital. ➤ Without putting these standards into practice, governments find it difficult or impossible to secure international partnerships and funding for their infrastructure projects and other development work. ➤ CIID public sector programmes include <ul style="list-style-type: none"> ○ PPP ○ Governance and E-governance ○ Leading with Integrity 	<h3>Qualifications</h3> <ul style="list-style-type: none"> ➤ All successful participants in CIID workshops and longer courses receive CIID Certificates and Diplomas. We link our qualifications to internationally recognised standards in management and vocational skills training. ➤ CIID is an Approved Centre of the Institute of Leadership and Management (ILM) for its Level 7 Postgraduate Diploma in Leadership and Management, and are extending this to other ILM qualifications. ➤ We offer programmes in Engineering Management that lead to an MSc in Professional Engineering.

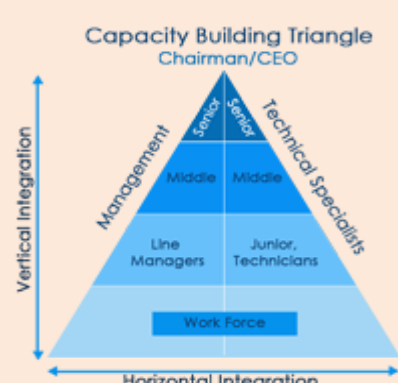
CIID'S Four Pillars of Activity

- CIID has developed a four-fold approach integrating advice and capacity building.



- We use knowledge and research to assist the public sector decide on the most effective programmes for development.
- We provide joined-up support from concept stage to implementation and contract management.
- We have experience over a wide range of project financing structures, and can advise both the public and private sectors on the most suitable methodologies for a specific project.

CIID'S Capacity Building Triangle



- **Horizontal integration:** managers must be familiar with the technical elements in their organisation & technical specialists must be competent managers.
- **Vertical integration:** Senior and middle managers must be familiar with the detailed work of junior management and the shop floor; junior managers and the work force need a broad understanding of the whole organisation. CIID's action learning programmes foster organisational integration.

January	
13	Introduction to PPP in Jamaica <ul style="list-style-type: none"> • Jamaica's PPP Policy • Opportunities and implications • Responsibilities of the public and private sectors (risk matrix) • How to specify government requirements (output specifications) • How PPP projects can be funded
14-15	Governance and Leading with Integrity <ul style="list-style-type: none"> • Introduction to good governance • The responsibilities of a leader: <ul style="list-style-type: none"> ◦ Different forms and meanings of integrity ◦ Ethical dilemmas ◦ Economic responsibilities ◦ Social responsibilities • Practical guidelines for leading with integrity: aligning economic, legal and ethical responsibilities
16	How to identify good PPP projects <ul style="list-style-type: none"> • Project viability • Value for money • Marketable • Fiscally prudent
February	
10	How to identify good PPP projects
11	Writing PPP business cases <ul style="list-style-type: none"> • Strategic case – is the project needed? • Economic case – is it value for money? • Commercial case – is it marketable? • Financial case – is it affordable? • Management case – is it achievable?
12-13	Governance and Leading with Integrity
16-17	Developing and Implementing Solar Technology Projects <ul style="list-style-type: none"> • Range and categories of solar installations • Latest technology developments in the solar industry • Practical guidelines for evaluating the most suitable type and configuration of solar installation for any given project • Templates for evaluating the viability of solar technology projects
19-20	Leadership and Management in Tourism and Hospitality <ul style="list-style-type: none"> • Challenges facing the tourism and hospitality industry and potential solutions • Creating a globally competitive hospitality industry • Funding hospitality infrastructure development • Creating effective international marketing for local tourism and hospitality • Hospitality industry and the environment
March	
To be advised	1 How to identify good PPP projects 2 Writing PPP business cases 3 Governance and Leading with Integrity 4 Developing and Implementing Solar Technology Projects 5 Leadership and Management in Tourism and Hospitality
May	
To be advised	1 Introduction to PPP in Jamaica 2 How to identify good PPP projects 3 Writing PPP business cases 4 Governance and Leading with Integrity 5 Developing and Implementing Solar Technology Projects 6 Leadership and Management in Tourism and Hospitality

May (continued)

To be advised	PPP for lawyers <ul style="list-style-type: none">• Jamaica's PPP Policy• Stages of a PPP project• Legal documents• Role of various legal stakeholders
To be advised	Water and waste water management <ul style="list-style-type: none">• Review of best practice and innovations in water resource management• Water harvesting and water storage: methodologies to deal with seasonal and unpredictable fluctuations in rainfall• Innovations in desalination and water purification technologies, including the use of renewable energy• Efficient recycling of waste water• Effective engineering management of water supply; minimising wastage and maximising resources
To be advised	Solid Waste Management <ul style="list-style-type: none">• Introduction to global best practice in solid waste management• Solid waste management and climate change• Solid waste management and the local environment• Introduction to integrated solid waste management• Case studies in recycling and waste disposal• Energy from waste

September

To be advised	<ol style="list-style-type: none">1 Introduction to PPP in Jamaica2 How to identify good PPP projects3 Writing PPP business cases4 Governance and Leading with Integrity5 Developing and Implementing Solar Technology Projects6 Leadership and Management in Tourism and Hospitality7 PPP for lawyers8 Water and waste water management9 Solid Waste Management
---------------	--

November

To be advised	<ol style="list-style-type: none">1 Introduction to PPP in Jamaica2 How to identify good PPP projects3 Writing PPP business cases4 Governance and Leading with Integrity5 Developing and Implementing Solar Technology Projects6 Leadership and Management in Tourism and Hospitality7 PPP for lawyers8 Water and waste water management9 Solid Waste Management
---------------	--