

International Executive Master

OpT Eau pour Tous Water for All

" Management and development of urban drinking water and sanitation services "

Abstract:

Objective: Course designed to train future managers of urban drinking water and/or sanitation services, with a focus on cities of developing and emerging countries

Preparation for a management position in an urban service;

All along the course, each trainee has to carry out the study relative to the service of a city in his country, which is designated by his Authority. This study includes three stages, forecasting and strategic plan, medium-term action plan. It requires that the trainee has to return twice (1 and 3 months) to his country inside the designated service.

Dates: Course scheduled each year from September to September (12 months)

Language of courses:

2009-10: Course taught in French

2010-11: Course taught in English

Location: Montpellier, in the Centre of ENGREF (post-graduate institute of AgroParisTech)

Tuition: € 15,000

For applications with particular needs, a reduction in tuition fees may be granted by AgroParisTech on a case-by-case basis

Selection:

- **Public:** Only applications sponsored by the applicant's company or regulatory authority are admitted. 5-year diploma required (4-year diploma accepted for applicants with an exceptional career background)

- **Dates:** Applications are studied by the selection committee throughout the year. May 15 deadline for acceptance the following September.

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TABLE OF CONTENTS

OBJECTIVES: To develop the skills of urban drinking water and sanitation service managers in order to promote universal access	4
The challenges of attaining universal access to water and wastewater services:	4
The crucial issues at stake for urban water and wastewater services:	4
The needs of these services extend beyond simple funding ; management and organisational skills are required:	5
The programme: A tool for developing and emerging countries to guide future urban drinking water and wastewater service managers in their new positions	5
PARTNERS involved in the training course	6
ParisTech	6
AgroParisTech	6
Mines-Paristech	7
SUEZ ENVIRONNEMENT	7
SUEZ ENVIRONNEMENT – WATER FOR ALL Foundation	7
Other collaborations	7
RECRUITMENT of programme trainees	8
All applicants must be sponsored by the local authority in charge of waste and sanitation services	8
Requisite applicant profile	8
Application and selection process	9
PERSONAL MISSION through out the course	9
An occupational training between source company and university:	9
An assignment during the course: Design a development project for urban services	9

COURSE CURRICULUM	10
Structure and separation into three main sequences:	10
Sequence no. 1 overview: Diagnostic of a drinking water or sanitation service	11
Sequence no. 2 overview: Long-range and strategic plan for a drinking water and/or sanitation service	12
Sequence no. 3 overview: Implementation of an action plan for a drinking water and/or sanitation service (definition, implementation, follow-up, assessment)	13
PERSONAL DEVELOPMENT	13
ASSESSMENT AND DIPLOMA	14
PROGRAMME COSTS	15
International Executive Master tuition costs:	15
Living and travel expenses in France:	15

OBJECTIVES: To develop the skills of urban drinking water and sanitation service managers in order to promote universal access

The challenges of attaining universal access to water and wastewater services:

One of the Millennium Development Goals established by the international community in the water sector is to reduce by half the number of people deprived of these essential services by 2015.

Nearly a billion people have difficulty accessing clean water (20 litres per person per day less than one kilometre from one's place of residence).

More than 2.5 billion people do not have any sanitation system, even basic.

Although the goal remains attainable with regard to access to drinking water, Africa notwithstanding, the sanitation objective appears to be deeply compromised.

The crucial issues at stake for urban water and wastewater services:

The development of urban services has to support the high growth of metropolitan areas, in which over 60% of the world population will live in 2030 (approximately 5 billion people).

Cities must ensure that underprivileged inhabitants have access to drinking water, when the number of people living in shantytowns could increase from one billion today to over two billion in 2020, mainly in the developing countries. The inhabitants of shantytowns already represent 40% of the urban population.

Urban services are faced with a series of major challenges:

- to extend access to drinking water and sanitation to all, in particular to the poorest of the poor, by implementing innovative socio-economic and technical solutions, taking into account the fact that in no country in the world can unconnected inhabitants pay the full price for network services (i.e. covering the costs of basic infrastructures), which require a return on investment spread over two or three generations.
- to find a balance between water resources and needs by controlling demand and losses, thereby reducing the need to leverage new resources with increasingly high financial and environmental costs that are difficult to bear in the long term.
- to offer quality services (with particular respect to drinking water compliant with WHO standards) although adapted to the local socio-economic situation.
- to make progress towards the goal of long-term technical and financial sustainability for the service through:
 - pricing which reduces financial dependence (in particular for operation and maintenance activities)
 - professional business management, including activities such as fraud reduction, invoicing and collecting
 - rigorous management of human and financial resources
 - maintenance and development of the technical (infrastructures) and human (human resources, skills) assets

The management and organisational models promoted by financial backers in the 1980s and 1990s (privatisation of the services or their operation) have reached their limits, through their ignorance of the specific features of local socio-economic and institutional conditions.

The needs of these services extend beyond simple funding ; management and organisational skills are required:

The funding required to achieve the Millennium Development Goals for water is considerable, with an estimated \$50 billion a year for 10 years.

The international community must ramp up its efforts, because international aid, both multilateral (the World Bank, European Water Facility), and bilateral (development agencies, decentralised and direct cooperation between countries) is currently incapable of deploying the Western standard of service worldwide. However, experts and stakeholders in the sector consider the needs for management skills (organisation and supervision) for these services even greater than those for financial resources.

These services require high-level managers, capable of:

- organising and managing large-scale services for hundreds of thousands of people in medium-sized cities, and millions of people in greater urban areas, all of which are expanding fast.
- adapting services to the local, often highly specific socio-economic situations, by implementing innovative techniques and methods on both technical and financial levels, requiring a high degree of coordination between research and field operations (experience feedback, assessment, dissemination of innovations)
- finally, demonstrating the level of management skill and authority required to lead the company's human resources and work with administrative, political, and financial authorities and stakeholders in the difficult context of a fast-developing city

and must therefore attract, mobilise and develop first-class managers in their countries.

The programme: A tool for developing and emerging countries to guide future urban drinking water and wastewater service managers in their new positions

The Master OpT is designed to train managers of urban drinking water and wastewater services in emerging countries.

Cities of less than one million inhabitants are specifically targeted, as this is where most of the urban population growth will be concentrated in the decades to come.

The course focuses on the acquisition of skills and the proficient use of tools essential to these future service managers:

- **Maintaining a global vision of the company and its environment**
- **Establishing a diagnostic:**
 - Assessing the technical, economic and financial sustainability of a service and the quality of its management
 - Mastering the analysis framework and assessment methods, including those concerning the environmental and social situation of the service
 - Understanding the stakeholders and the institutional and financial system in which the service functions
- **Defining medium-term technical and financial objectives:**
 - Leading the prospective analysis of a department on a 5-, 10- and 15-year time frame
 - Drafting the business plan and prioritising its actions.

- **Heading an urban water and/or sanitation service:**
 - Managing supervisory, assessment, and quality improvement tools
 - Laying out objectives, supervising, motivating, sanctioning
 - Managing crises
- **Communicating and managing relations with stakeholders** (corporate human resources, public authorities, regulators, financial and institutional partners, citizen-consumers, NGOs, etc.)

PARTNERS involved in the training course

ParisTech

ParisTech is a consortium of eleven of the most prestigious graduate institutes in France, each recognised as the best in the country in its field.

ParisTech covers practically all engineering sciences, together forming a genuine university with a standing comparable to that of the leading scientific and technical universities abroad, with which it is capable of being a solid partner.

A few facts and figures:

- 18,900 students (31% from abroad), 3,500 academic staff
- 6,200 graduates per year, 200,000 former graduates around the world
- 126 laboratories, 500 doctoral theses per year, 18,000 publications over the past 5 years, 2,870 research contracts with companies

To find out more, please visit: www.paristech.org

AgroParisTech

AgroParisTech develops research and training programmes designed to strengthen executive management skills focusing on both public action and business in the life and environmental sciences.

The ENGREF (National School for Agricultural Engineering, Water and Forests) is an AgroParisTech school offering graduate, doctoral and professional degrees for high-level managers and experts, from both the public sector and business, whose work concerns the engineering and management of public policies in fields ranging from agricultural production and the food, aquatic environments, forestry, water and waste management, regional planning and natural risks.

The **ENGREF Centre of Montpellier operates the International Executive Master**, which it hosts on campus and organises in cooperation with the other partners.

The site in Montpellier provides a stimulating scientific and professional environment for the International Executive Master.

This is even more the case in that the ENGREF Centre of Montpellier is responsible for postgraduate courses in the field of water (Doctorate, Master's Degree in Water Management), and more particularly those intended for top-level managers in public administrations and companies in this sector.

The community of students in these programmes benefits from the robust local water research and higher education possibilities in Montpellier, unique in France and comparable with the other large European hubs in this field (Delft, Wallingford-Oxford, Stockholm).

To find out more, please visit: www.agroparistech.fr

Mines-Paristech

Mines-ParisTech, a member of the consortium, has developed internationally recognised expertise in management science in the industry and service sectors, and has a longstanding partnership with AgroParisTech in the fields of innovation, the industrial economy and the management of water services, as well research and training.

To find out more, please visit: www.ensmp.fr

SUEZ ENVIRONNEMENT

SUEZ ENVIRONNEMENT, an international player in water, wastewater, and waste management, supplies 70 million inhabitants with drinking water and manages the waste of 46 million inhabitants in 70 countries and 5 continents.

SUEZ ENVIRONNEMENT seeks to implement its know-how in water, wastewater and waste management to find innovative solutions to the challenges of the 21st century: slowing climate change, reducing greenhouse gas emissions, and protecting natural resources.

To find out more, please visit: www.suez-environnement.com

SUEZ ENVIRONNEMENT – WATER FOR ALL Foundation

The establishment of the SUEZ ENVIRONNEMENT – WATER FOR ALL Foundation represents the SUEZ ENVIRONNEMENT commitment to support solidarity actions promoting sustainable development.

Under the aegis of the Institut de France, the Foundation supports actions promoting the improvement and development of water and wastewater services, mainly in urban environments.

One of the main goals of the Foundation is to promote the professional development of urban water services in non-OECD countries through technology transfer and skills development. To achieve this objective, the Foundation supports training and research programs designed to develop access to water and sanitation in these areas.

Other collaborations

The partners are aware that ambitious training objectives require an approach which attracts the best pools of knowledge, experience and know-how in urban drinking water and wastewater management.

The programme therefore remains open to cooperation programmes extending beyond the founding partners, whether they come:

- from across France and abroad
- or from academia and research as well as business

to teach courses, to let the trainees work on actual case studies, to present technical or social innovations, etc.

RECRUITMENT of programme trainees

All applicants must be sponsored by the local authority in charge of waste and sanitation services

The Master OpT is a programme specifically designed to prepare participants for an executive role with an urban drinking water and/or sanitation service of a city of up to one million inhabitants, or to manage a department (customer management, operation management, etc.) in the service of a larger urban area.

The programme specifically targets urban services in developing or emerging countries.

Trainee applications are presented by the general management and/or the Official Authorities of these services, which wish to prepare for their new responsibilities those of their executives whose professional qualities have been noticed and who are liable to take charge of the management of one of their services.

Individual applications are therefore not admitted.

Requisite applicant profile

Master OpT applicants are high-level managers at a water and/or sanitation service in a developing or emerging country, considered ready by their superiors and/or regulatory authority to take on the management of a municipal department.

Applicants are encouraged, coming from from various companies which differ by:

- the types: administration, local authority, public company, private company, etc
- the relations with the local authorities: hierarchical supervision, delegated contracts, etc.
- the geographical scale of their competences: national, regional, municipal

Required academic level:

Applicants must have a postgraduate diploma: Diploma of Master, MSc, engineering degree, etc.

However, applicants with 4-year degrees are accepted, and may be admitted by the selection committee if warranted by their professional experience and abilities.

Majors and areas of expertise of applicants: Applicants with different majors and/or areas of expertise are also welcomed (engineering, economy and financial management, etc.) so long as their superiors consider them capable of widening their sphere of activity and leading a municipal department.

Sufficient proficiency in the language in which the Master OpT is taught:

In order to promote the international side of the programme, the language in which Master OpT courses are taught will change from year to year between French and English, to adapt as well as possible to the applicants selected.

French for 2009-10 and English for 2010-11 are already scheduled.

Applicants must have a sufficient command of the working language of the Master OpT for the year in which they apply. If not, they are encouraged to apply the following year, when courses will be given in a language in which they are proficient.

Accepted applicants may carry out a pre-arrival intensive language course (usually one month) to improve their French or English.

Size and composition of classes

The programme seeks to attract at least 10 trainees for its first graduating class (2009-10), and will stabilise around 20 for following classes.

A diverse group of professional backgrounds is sought, because diversity brings a wealth of ideas, promotes an open-minded approach and creates an environment conducive to teamwork.

Application and selection process

The preparation of an application requires close cooperation between the sponsoring authority, a potential financial backer providing support, AgroParisTech, and the applicant.

Within the company, this process involves increased responsibilities for the applicant, who is expected to lead a department after completion of the programme, and who is prepared during the curriculum to take on this new position through a training course and Master's project.

Consequently, applications are accepted year-round, and the selection committee regularly meets to study them and take decisions for the next class or the one that follows.

To be considered for courses beginning in September, applications must be received by the end of March.

A application form will be soon available for downloading

PERSONAL MISSION through out the course

An occupational training between source company and university:

The programme is designed to ensure optimal development of the management abilities of the trainees.

For the companies which send them, trainees represent an important human resource and investment. During the year of training, trainees are not isolated from their companies. On the contrary, they interact closely with the company in order to complete the specific assignment assigned to them by their superiors, in coordination with the programme teaching staff.

Trainees alternate between university and company during the programme, returning twice to the work at the sponsor company (for one month, and then three months).

An assignment during the course: Design a development project for urban services

Throughout the course, each trainee will work on a development project for a drinking water and/or sanitation service, which will be described in the candidates' applications presented by their superiors, and which will most likely be the department they will head after leaving the programme, or in which they will at least assume a position of responsibility requiring overall understanding (technical, financial and social) of the department.

The project will involve independent work by the trainee, carried out during the course, which will serve both as the guideline and the principal component of the programme.

Development of the project, which continues throughout the course, will be broken up into three phases corresponding to the three sequences of the course:

Diagnostic → Strategic plan → Action plan

In order to complete this undertaking, the course will be punctuated by two returns (for one month, and then three months) to the trainee's country of origin and the department in which the project is being carried out.

Work placement agreement:

A tripartite work placement agreement between the company (general management and/or regulatory authority), the trainee and AgroParisTech, specifies the department in which the trainee's project will be carried out, and any specific topic to be addressed.

This agreement may require trainees to commit to stay for a minimum period of time with the authority or company which sponsored them for the course.

The application form will be soon available by downloading from AgroParisTech WEB-site.

Work carried out by trainees during the placement: ownership and confidentiality:

The company or local authorities may require that the project entrusted to the trainee, related to a drinking water or sanitation service, be regarded as confidential, specifically the reports written by the trainee and, more generally, all collected data and results.

This legitimate request is the subject of a specific clause of the tripartite work placement agreement, between the company, the trainee and AgroParisTech, and is a clause strictly enforced by all the work placement partners.

All the documents related to the projects are then classified as confidential AgroParisTech documents, and cannot be borrowed or consulted without the express agreement of the signatories of the work placement agreement.

Lastly, if the company so requires, the placement report may be defended in front of a jury, the members of which are selected by mutual agreement between AgroParisTech and the company, and who undertake to respect the confidentiality of the documents and statements.

COURSE CURRICULUM

The course curriculum of the International Executive Master's degree lasts 13 months.

A new class is recruited each year, begins courses in September, and finishes the programme in September of the following year by presenting the work placement report.

Structure and separation into three main sequences:

The course is structured in three sequences corresponding to the successive stages of development of the individual service project:

Diagnostic → Strategic long-range planning → Action plan

Each sequence includes:

- a course module, which systematically associates a phase of teaching concepts (issues and analysis points) with the application of management tools on case studies
- an individual work placement focusing on implementation, which takes place, depending on the sequence, in the department of the personal mission in the trainee's country, or in a pilot service (France or neighbouring English-speaking countries)

The overall structure of the course is punctuated by work placements, each culminating in individual reports, which constitute stages in the development of each trainee's project on the department selected by their employer. Each report which is presented orally and evaluated.

	N° sequence	Teaching concepts and tools	Individual work placement		Individual reports to be given in	
			at a pilote service (France, neighbouring anglophone country)	in the country of origin Service of the personal project	Service of the personal project in the country of origin	Pilote service (France, neighbouring anglophone country)
Sept	Sequence n° 1	Diagnostic of a service				
Oct						
Nov						
Dec						
Jan				Diagnostic of personal project service	Diagnostic	
Feb	Sequence n° 2	Strategic long range planning for a service				
Mar			Pratiques d'un service en France		Strategic plan	
April						Experience feedback
May	Sequence n° 3	Implementation of an action plan				
June						
July				Implementation of an action plan for the service of the personal project		
Aug					Action plan	
Sept		Final report defence				

Sequence no. 1 overview: Diagnostic of a drinking water or sanitation service

The sequence includes courses comprising 12 theme modules each lasting one week, and a 4-week training course in the country of origin:

AIGLE introductory module (*Atelier International de la Gestion Locale de l'Eau - International Workshop on Local Water Management*):

This module introduces the institutional, technical and financial framework of water management in France, and includes a five-day tour of a catchment area at the French Department level.

This tour provides Master OpT trainees with an opportunity to get to know each other, as well as the academic staff teaching the courses, and other members of the ENGREF Centre of Montpellier student community pursuing other degrees (Master's, PhD) related to water.

5 modules preparing the technical diagnostic of a drinking water and/or sanitation service:

- Water quality and human health
- Groundwater protection and management
- Treatment of water for consumption
- Drinking water supply infrastructures
- Wastewater collection and treatment

6 modules preparing the institutional, financial and management diagnostic of a drinking water and/or sanitation service:

- Contract law, public utility law, analysis of cases of conflict
- Service efficiency, cost analysis, pricing, non-revenue water issues
- Financing of services, financial analysis, project financing, international financing
- Management of stakeholders (public authorities, regulators, financial and institutional partners, citizen-consumers, NGOs, etc.)
- Customer management, segmentation, invoicing and incoming payments
- Human resources and skill management, pay, team management

4-week "Diagnostic" work placement in the country of origin:

After completion of this phase of the course, trainees return to their countries for a 4-week work placement at the drinking water and/or sanitation department, set up by their employers, to carry out of a full diagnostic at the institutional, technical, economic, financial and managerial levels (Report no. 1).

Sequence no. 2 overview: Long-range and strategic plan for a drinking water and/or sanitation service

This sequence comprises 4 one-week theme modules, 2 weeks of independent work, and a 7-week work placement at a service in France:

3 modules preparing the development of a strategic plan for a drinking water and/or sanitation service:

The objective is to provide students with the theoretical background and management tools (management chart, indicators) to define the medium-term strategy for a drinking water and/or wastewater service.

The following aspects are successively analysed:

- the evolution of drinking water demand, the availability of the resource, and the drinking water supply
- social engineering: adapting the service offer to meet the needs of inhabitants and related financial issues
- tools to measure and guide the development of the service: change management and control, management by quality

European module, consisting of a comparative study of water management in various European countries, enabling the trainees to better understand the diversity of existing institutional solutions, past developments, and those yet to come.

2 weeks of independent work at a drinking water and/or sanitation department in their country of origin:

After completing this work, trainees define the medium-term strategic plan for the department that they have been selected to lead by their employer. The plan is based on long-range planning exercises carried out during the modules, and systematically applied to the department in question (Report no. 2);

During this period, trainees will be able to benefit from the overview and advice of experts from the ENGREF Centre of Montpellier and its partners.

"Organisation and methods" 6-week work placement at a pilot service:

This work placement is at a pilot service in France or in an English-speaking country (depending on the language of the trainee).

The objective is to place trainees in a position where they can analyse the practices of the host department, if possible related to one of the aspects of the strategic plan developed in their own department or to a weakness identified during the diagnostic, such as customer management, team management, investment planning, reporting or department information systems.

A tripartite agreement is signed for each work placement (host department, trainee, AgroParisTech-ENGREF) specifying the issue to be studied during the placement and the assigned placement supervisor at the host department.

Week of review of the "Organisation and methods" work placement at the pilot service

Upon their return from the work placement, the students draft an experience feedback report on the placement and present it to the class.

Sequence no. 3 overview: Implementation of an action plan for a drinking water and/or sanitation service (definition, implementation, follow-up, assessment)

This sequence includes 3 one-week theme modules, a 3-month work placement in the country of origin, and defence of the final report:

3 modules preparing the drafting of an action plan for a drinking water and/or wastewater service, using the strategic plan as a guide, laid out in quantitative objectives with processes to be followed up on, evaluated and improved, and that the future leader must implement (communication, negotiation):

- Reflexive approaches: human resources management, information systems, customer relations, institutional relations
- Medium-term action plan: methods and tools for implementation, follow-up and assessment
- Negotiation and communication skills (banking, hierarchy, partners, etc.)

3-month "Implementation" work placement in the country of origin:

This last training course is carried out in the country of origin of the trainee, again at the department selected by the employer for the Master's project, which the trainee will take over upon completing the course.

The assignment involves refining the strategic and action plans drafted during the course, in particular through an exchange of ideas with the department management team.

The **Final report defence** (Report no. 4) covers all the work carried out by the trainee throughout the course of the programme, on the service chosen by their employer, resulting in the medium-term action plan.

PERSONAL DEVELOPMENT

Improvement of communication skills:

The trainees also takes a personal development module.

This module seeks to develop a high level of oral expression in various situations (communication operations, negotiations, group leadership) and more specifically prepares students to manage crises (technical problems, natural disasters, strikes, etc.).

Improvement in conducting working groups:

During the course, trainees are required to establish a number of fairly large working groups: experience feedback between trainees, case studies, presentations, mini-seminars for group study of cross-functional topics, etc.

These different tasks, supported by the International Executive Master academic staff, are powerful vectors for personal development, increasing the ability of the trainees to lead groups (running meetings, organisation of collective tasks).

Development of a lasting network of professional relationships:

The International Executive Master also provides an opportunity to build an address book and develop a personal network of professional relationships, which includes classmates, academic staff and all speakers, who can, through their professional role, "open doors" to funding organisations, engineering and/or development companies, research organisations, etc.

The International Executive Master academic staff maintains a network which includes former graduates using different means of communication (Intranet site in particular).

Language courses:

The teaching language of the International Executive Master, either French or English, will be selected each year in order to best suit the selected applicants. The selected language is French for 2009-10, English for 2010-11.

In addition, and independently of the teaching language chosen for the year, foreign language learning is organised in small groups of levels in the form of courses and conversation workshops.

All trainees must register for foreign language courses according to their level and choice: French, English and Spanish.

ASSESSMENT AND DIPLOMA

Assessment of the trainees:

The assessment of students is based on results and professional behaviour, with an emphasis on the personal mission, considered as a whole with its three phases: diagnostic, strategic plan, action plan.

The coefficients for the overall assessment are as follows:

- Personal mission (3 phases: reports and defences): 65/100
- Experience feedback from the work placement at the pilot service (Sequence 2): 20/100
- Course modules (including languages): 15/100

Diploma:

Trainees who successfully complete the course receive an International Executive Master's degree entitled "Management and development of the urban drinking water and wastewater network services".

This diploma, jointly conferred by AgroParisTech and Mines-ParisTech, is recognised by the Conference des Grandes Ecoles, an association comprising the top French engineering schools, and by the professional world.

PROGRAMME COSTS

International Executive Master tuition costs:

Registration fees are set by the Board of directors of AgroParisTech based on a proposal by the steering committee for the training course.

They currently stand at **fifteen thousand euros (15,000 euros) per trainee**.

Registration fees must be paid to AgroParisTech by the company or authority sponsoring the trainee, either directly or indirectly through a funding organisation as part of a bilateral or multilateral cooperation scheme.

All the services offered by AgroParisTech ENGREF Centre are included in the registration fees, and in particular enable access to:

- the Intranet of the establishment
- the resources at the Centre and those of its partners in Montpellier (universities, research organisations, etc.)
- Office and IT services: workstations available for use 24/7, printers, scanners, etc.

The International Executive Master steering committee may request that the AgroParisTech Board of Directors grant, in exceptional circumstances, reduced tuition fees if an applicant demonstrates merit and great need, taking into consideration the company or the authority sponsoring the trainee, and the department selected for the personal mission.

Living and travel expenses in France:

Estimated accommodation and travelling costs in France:

In addition to the tuition fees paid to the school, trainees are also responsible for all travel costs during their stay in France, insurance, and other costs incurred.

The following estimates are given as a guide:

- Accommodation expenses:
 - Formalities of arrival in France (taxi, possible hotel) and set-up costs (visa, social protection and insurances, personal resources such as a computer, books)
3,500 euros
 - Living allowance for stay in France (9.5 months: September to May and 15 days the following September):
9.5 x 1,000 = 9,500 euros
 - Travel to work placement at the pilot service (mid-March to late April):
700 euros
- Travel costs between the country of origin and France (3 return trips): TBD

Partnership with EGIDE to facilitate accommodation and travelling arrangements:

These expenses are borne by the employer of the trainee, possibly with financial assistance from a financial backer.

So that trainees and their employers have a single contact for all administrative procedures and logistics arrangements, AgroParisTech has formed a partnership with EGIDE, a French

public organisation specialised in welcoming students, researchers and professionals and organising their stays in France, whether they come for a university course, or work placement, scientific meeting, etc.

To organise the arrival of International Executive Master trainees, each employer signs an agreement with EGIDE, based on a standard framework agreement negotiated by AgroParisTech, for a whole series of services, some of which are optional (country-Montpellier return trips, housing rental in Montpellier, etc.), while others are obligatory (insurance, social security).

To find out more about EGIDE, visit: www.egide.asso.fr