



**ICAO/ACI Course
User Charges Policies, Practices and Negotiating Skills
Montreux, Switzerland (English)
26-30 May 2008**

Designed for financial managers, the course is also of particular interest to those airports that are contemplating, or in the process of revising their charges levels and/or structures.

ICAO/ACI have already organised two such courses in Zurich in 2006 and one in Kuala Lumpur and Zurich in 2007, which were a great success with 92 participants from 40 countries.

Emphasizing practical skills, participants will learn how to:

- Apply user charges
- Analyse costs for key airport areas
- Establish cost bases
- Allocate all costs between airport services and functions
- Apply policies to achieve the objectives of the airport
- Accurately calculate charges for these services
- Calculate rates that achieve the best balance of generating revenue for the airport
- Describe the typical process to implement State specific economic regulations
- Develop a negotiating strategy to achieve airport business objectives
- Negotiate charges and rates

The three-part course, covering the key elements of establishing and implementing user charges at airports, is delivered by experts from ICAO Economic Policy and Infrastructure Management (EPM) Section of the Air Transport Bureau, ICAO Headquarters, Montreal.

Part 1: ICAO Policies on User Charges

Reviews ICAO's policies on user charges and how they apply to various situations and circumstances. Building on the material included in the course CD-ROM, policies are reviewed and discussed, and then applied through exercises. Participants will learn how to use ICAO's policies and guidance material on establishing and implementing user charges.

Part 2: Establishing User Charges

Reviews the airport financial management process and the role of user charges. Participants learn how to establish user charges (i.e. analysing costs, establishing the cost base, allocating costs, calculating charges and rates). Practical exercises are used to complement presentations, confirming how to use the information presented and generate useful discussion between participants.

Part 3: Consultation and Negotiation

Explains how to present and discuss airport data and charges to various users. Building on the material included in the course CD-ROM, the principles and techniques of effective negotiations are reviewed and then applied more specifically to consultations on user charges. Practical exercises are used to explore how to prepare and carry out effective consultation.

An examination completes the course. Successful participants are awarded a diploma; others a certificate of attendance.

Language

The course will be in English. Participants must be sufficiently proficient in this language to read and understand course materials, actively participate in class discussions and group work, and complete written exercises as required.

Registration/Tuition Fees

Tuition fees **€2,000 (Euros Two Thousand)** for the ICAO/ACI User Charges Course payable prior to its commencement. The fee includes all course material, lunches, and morning and afternoon refreshments. It does NOT include travel and accommodation costs for the period in Geneva. [Pre-registration form attached](#). Letter of acceptance and invoice will be sent upon receipt of registration form.

Course/ Hotel Venue

Hôtel Express by Holiday Inn

Route de Pré-Bois, 16

Case postale 256

1215 Genève 15

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(We recommend that you make your hotel reservation at the **Hôtel Express by Holiday Inn**)

Visa requirements

Please check with the Swiss Embassy nearest you whether a visa is required. We will gladly arrange for an official letter of invitation to facilitate your application.

For more information or to reserve your place, contact:

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