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Research Centre in
Administration for
Development*



*United Nations
Department of
Economic and Social
Affairs*



*International
Association of Schools
and Institutes of
Administration*



*The African
Management
Development Institutes
Network*



*Uganda Management
Institute*

CAFRAD/UNDESA-DPADM/IASIA/AMDIN/ UMI

Forum for Heads of Schools and Institutes of Public Administration and Management Development Institutes in Africa

**“Managing and Leading Tomorrow: Toward New Approaches,
Standards and Programs for Executive Development in African
Countries”**

Aide Memoire

**Kampala, Republic of Uganda
14th to 18th July 2008**

Background and Context

The contexts, the concepts and the management of public services are changing significantly as globalization affects governments and governance.

In this turbulent context, the importance of developing visionary and innovative, results-oriented leadership capacity in the public sector has been re-affirmed by African Governments themselves at various Platforms and Forums. Almost two decades after the winds of democratization swept over the African continent in the early 1990s, there is an emergent paradigm shift that argues for a departure from conventional leadership capacity development initiatives offered by African training institutions¹ towards more innovative and responsive Executive Development Programs.

It is against this background that there is recognition on the part of all stakeholders which affirms that senior executives in both the public and private sectors are faced by a complex range of responsibilities and challenges. However, Management Development Programs currently offered by African training institutions suffer limitations in their scope, compounded by mandates which focus largely on the Civil Service/Public sector. In addition dwindling financial grants from Central government have further constrained the operational capacities of these institutions.

There is therefore a pressing need for new and invigorated types of capacity building institutions which can offer new, innovative and results oriented programs that are responsive to the needs and challenges faced by both public and private sector Executives and Managers.

In pursuance of this need, a number of activities were carried out by the African Training and Research Center in Administration for Development (CAFRAD), the United Nations Department of Economic and Social Affairs (UNDESA) through its Division of Public Administration and Development Management (DPADM) and their partners. A joint initial UNDESA/DPADM/International Association of Schools and Institutes of Administration (IASIA) Expert Group meeting was held in Turin, Italy in 2002 focusing on the topic of: 'New Challenges for Senior Leadership for Improved Public Management in a Globalizing World'

Leadership capacity development was then reaffirmed as a key priority in the New Partnership for Africa's Development (NEPAD)'s Public Administration and Governance Program (2003-2005). It should also be recalled that the 4th Pan African Conference of Ministers of Public Services, organized by CAFRAD with the financial assistance of UNDESA/DPADM at Stellenbosch, South Africa, in May 2003, confirmed leadership capacity strengthening as a priority area.

It would be appropriate to insert some reference here re the establishment of AMDIN in response to the Stellenbosch Declaration and the African Governance and Public Administration Programme of the Minister's Conference, specifically responding to the

¹ N.B. The term 'training institutions' is used as a generic term to embrace the entire range of Schools and Institutes of Public Administration, Management Development Institutes, Staff Colleges and all other relevant similar entities.

issues of strengthening public sector capacity development initiatives. I can propose a paragraph should you agree with the suggestion.

In pursuing realization of the Stellenbosch Declaration, CAFRAD with the financial and technical support of UNDESA/DPADM and in collaboration with the Ministry of Public Service of the Republic of Uganda/ Uganda Management Institute (UMI), organized a regional seminar focusing on, '*Public Sector Leadership Capacity Development for Good Governance in Africa*'. The Seminar was held in Kampala, Uganda, in January 2004 with the overall objective of sensitizing High-Level public sector leaders of the continent on the importance of leadership to enhance their skills. Subsequently UNDESA and IASIA constituted an International Task Force on Standards of Excellence in Public Administration Education and training. Through meetings, surveys, and use of consultants, the Taskforce has completed its report containing a set of Standards of Excellence in Public Administration Education and training which can be utilized as an instrument for capacity assessment and a reference for capacity building of institutions that are engaged in public administration Education and training. The report will be introduced to the participants in the Forum.

It is therefore in light of the foregoing, that CAFRAD, UNDESA/DPADM, African Management Development Institutes Network (AMDIN), and the International Association of Schools and Institutes of Administration (IASIA) in collaboration with Uganda Management Institute (UMI), under the High Patronage of the Ministry of Public Services of the Republic of Uganda, will join efforts within the context of the IASIA Conference to be held in Kampala on the theme of "**enhancing efficiency, effectiveness and equity in Public Service delivery: challenges, opportunities, and good practices**" organize the one-day Forum on "Managing and Leading Tomorrow: Toward New Approaches, Standards and Programs for Executive Development in African Countries" to enable relevant stakeholders to exchange views on new types of Executive Development Programs. It is envisaged that these evolving programs will equip African public sector managers with the necessary *skills, entrepreneurial capacities, competencies, character traits of political impartiality, moral uprightness, endurance of spirit, perseverance, coherence of vision, clarity of purpose* etc to promote creative private-public sector synergies resulting in enhanced efficiencies, effectiveness and equity in public service delivery. The forum will also discuss how to strengthen the capacities of Public Administration Education and Training Institutes -- by what ever names called -- to enable them to fulfill their capacity development responsibilities and functions.

Henceforth, an onerous task lies with the Heads of African training institutions to energize their institutions to develop reservoirs of new knowledge, skills and ideas, which governments that enjoy democratically determined legitimacy can harness and productively utilize to drive socio-economic development on the continent. It is in the context of addressing this challenge that Heads of African training institutions should demonstrate professional excellence as well as moving their institutions forward for the benefit of the next generation as well as the present. The goal is to work for the better quality of life for citizens through more responsive government and governance.

Objectives

The overall objective of the Forum is to provide a platform for High Level Policy dialogue between strategically placed policy makers to brainstorm on modalities, strategies, instructional methodologies of Executive Development Programs to be developed by

CAFRAD, in partnership with UNDESA/DPADM, the African Management Development Institutes Network (AMDIN), IASIA and all relevant stakeholders, that are more responsive and relevant to requirements and needs of Public Sector Managers charged with leading and managing institutional transformation and renewal in the 21st Century. The Forum will also consider how to utilize the Standards of Excellence in Public Administration Education and training to strengthen the capacities for Public administration education and training in Africa.

The specific objectives are as follows:

- i. Solicit inputs from participants on how capacities for Public administration education and training Institutes in Africa can be strengthened especially to apply standards of excellence in their operations;
- ii. Discuss with participants possible New Programs areas, knowledge gaps, relevance, content, approaches and methodologies for Executive Development, for managers in the Public and Private Sectors, as well as Civil Society;
- iii. Elicit participants' input in respect to how African institutions, can better strategically position themselves in order to more logically link their training interventions to enhanced Executive Leadership in the Public and Private Sectors, and Civil Society in Africa;
- iv. Enable participants to brainstorm on how to promote innovative practices, and methodological innovations in programs offered by African training institutions resulting in enhanced service delivery and public administration anchored on good governance;
- v. Provide a platform to participants to explore modalities and strategies resulting in the mounting of Executive Development programs that can encourage conflict prevention and reinforce post-conflict peace building processes in Africa.

Participants

Ministers of Public Service or their equivalents at the senior policy level, Heads of African Schools and Institutes of Public Administration and Management development Institutes, and Executives from the Private Sector and Civil Society, along with representatives of relevant Regional and International capacity building institutions, foundations and networks.

Content (Issues to be addressed)

I. RESPONSIBILITIES AND CHALLENGES OF LEADERSHIP IN PUBLIC AND PRIVATE SECTORS: Policy, Institutional and Economic Environment: Re-examination of Responsibilities of Training Institutions

In this introductory segment, participants will examine the responsibilities of training institutions in light of environmental factors at national, regional and international level. The strategic objective will be to determine how institutions can exercise their missions and fulfill their mandates in the context of institutional, political and economic opportunities,

constraints and challenges in the wider policy and institutional environments. Crucial issues that will have to be tackled here are the following:

a) Impact of Globalization

- What are the positive and negative impacts of globalization upon African Training Institutions?
- How can African training institutions become more competitive in light of globalization.

b) Standards of Excellence in Public Administration Education and Training: Capacity Assessment of Training Institutions

- What are the major human and physical capacity challenges training institutions face?
- How can the recently developed standards of excellence in public administration education and training be utilized to strengthen training institutions of public administration?
- What other requirements and constraints ought to be addressed if training institutions are to fulfill their missions and mandates?

c) Making Training Institutions More Responsive to Private Sector and Civil Society

- Are training institutions sufficiently aware of leadership capacity needs and priorities of the private sector and civil society?
- What would the implications be for MDIs to extend their focus to include these new “markets”?
- To what extent has the proliferation of private consulting firms reduced the traditional role of MDIs as primary “think tank” and provider of advice to their governments on issues pertaining to public administration, organizational development and the like
- Are training institutions sufficiently responsive to the needs of a public sector that seeks stronger private sector and civil society partnerships?

II DEVELOPING LEADERSHIP CAPACITIES THROUGH TRAINING PROGRAMS

a) Re-appraisal of Relevance of Training Programs

The main objective of this segment of the Forum will be to solicit views from heads of institutions on how they seek to restructure teaching programs from the rigid structured approach, overly focused on attainment of diplomas and certificates (*‘Credentialism’*) to more flexible, tailor made methodologies which produce ‘doers’ rather than ‘thinkers’ for a public sector that seeks enhanced collaborative synergies with the private sector and civil society.

Crucial issues that will have to be tackled here are the following:

b) Content of Programs and Trainings

- Competencies required by our students: What competencies are required by our students/participants to deliver public services in an efficient, an effective, and/or an equitable manner?
- Instructional methods: What are the “best” methods for developing these competencies? For what types of students?
- Distributional methods: What are the “best” ways of distributing instructions (ie: lecturers, video, internet, learning packages, etc) for achieving these competencies?
- Evaluation: How do we evaluate whether our students gain these competencies?
- Relevance: To what extent are current diploma and certificate programs appropriate to the human resource requirements of the public, private and civil society sectors?
- Priority Areas: What strategic priority areas should be addressed? (Financial Resources Management, Human Resource Management, Gender Mainstreaming, Strategic Management, Materials Management, Human Relations Skills, Team Building, Ethics etc?)

c) Private Sector/Civil Society Participation in Program Design

- To what extent are Private Sector and Civil Society leaders sufficiently consulted on Executive Development program design and implementation?
- What concrete modalities and strategies can enhance private sector/civil society input into program design of training institutions?

d) Towards More Responsive Programs and Trainings

- What kinds of Programs/trainings and methodologies would be most appropriate for a public sector that seeks enhanced private sector and civil society partnerships? (Long/Short duration Executive Development Programs, study Tours, Attachments, Simulation Problem Exercises, Character Building Assignments etc)

III EXECUTIVE DEVELOPMENT PROGRAMS FOR POST CONFLICT/CRISIS COUNTRIES

a) Training Institutions and the Challenge of Post-Conflict Peace Building in Fragile States

This section will afford participants a platform to examine what roles training institutions, in partnership with the private sector and Civil Society, can play in rebuilding public sector capacity in fragile States emerging from crises and conflicts and thereby contributing to post-conflict peace building.

Strategic issues that will have to be tackled here are the following:

b) Capacity Building Challenges in Post-Conflict Scenarios

- How can capacity of training institutions be rapidly rebuilt when they themselves have suffered severe human and physical capacity devastation? (lessons from Post- Conflict countries)
- To what extent can training institutions, in partnership with private sector and civil society, rapidly train a critical mass of results-oriented public service managers/doers to ensure essential services are delivered to war weary and impoverished populations?

c) Rebuilding Public Service Capacity to Promote National Reconciliation

- What strategies and modalities should training institutions deploy to contribute to a public service wherein all the major ethnic groups, genders and other historically disadvantaged categories are not only equitably represented but have equal chances of career progression?
- To what extent can training institutions contribute to ensuring that the favorable impact of governmental interventions is perceived to be fairly distributed across the country?

d) Independence and Neutrality of the Public Service

This discussion is a bigger one, and not necessarily only for post-conflict. The issue of MDIs as vehicles of capacity development as required by the development agenda for Africa (as driven through national governments and regional structures) is an important one, strongly identified in the AMDIN August 2007 conference to take up in future. Governments are the “clients” of MDIs. How do MDIs recognize this, but avoid being co-opted and abused, or their “professional” contribution diminished?

- To what extent can training institutions provide strategic leadership in designing post-conflict public service standing orders and regulations which oblige the public service to be loyal to the government of the day without prejudicing its professionalism and independence?
- What Executive Development programs can training institutions design to orient public servants to resist both subtle and overt pressures from their political masters to bend application of public service rules and regulations in favour of the political party in power?

IV: THE WAY FORWARD

Wrap-Up and Forward Look

In the concluding phase of the Forum, participants will seek to forge a consensus on what are most pressing needs that African training institutions need to address as well as new types of Executive Development programs more responsive to private sector and civil society priorities. Attention will also be accorded to the unique status of fragile post-conflict countries as well as strategic partnerships that training institutions should endeavor to build for purposes of resource mobilization.

Strategic issues to be dealt with are the following:

a) Strategic Needs and Priorities

- What is the net impact of globalization upon African training institutions?
- Should training institutions be run under the jurisdiction of the Ministry of Public Service or should they be hived away from the public service to be autonomous and self financing?
- Should they employ permanent trainers or rely on part-time professionals?
- What infrastructural needs do training institutions face and how can they be fixed?
- How can training institutions be viable when foreign consulting firms are 'eating' into their market share by taking away core clientele? Rephrase to make intention of discussion more clear.

b) Executive Program Design, Curriculum and Methodologies

- What are the main features of executive development programs that can target leaders beyond the public sector, thereby attracting leaders from the private sector and civil society?
- What innovative communication methodologies should training institutions deploy in Executive Development Programs of tomorrow as they move away from the traditional rigid and credential focused 'class-room' paradigm?

c) Training Institutions in Fragile Post-Conflict Transitions

- What unique capacity needs and wider infrastructural constraints need to be addressed to capacitate training institutions in post-conflict transitions so they can reinforce post-conflict peace building?

d) Partnership Building and Resource Mobilization

- With which partners should strategic partnerships be established to enable African training institutions to mount more relevant and responsive Executive Development Programs in the world of the 21st Century?

Methodology

The Forum will be structured into a plenary session allowing for a participatory and interactive dialogue facilitated by key Resource Persons. A high-Level/eminent Personality (Minister of Public Service or his/her equivalent – presumably that could also include a Head of Institution?) will preside over each session. To enrich deliberations and collective knowledge, Heads of Training Institutions will be invited beforehand to contribute on a voluntary basis, short papers outlining their specific institutional perspectives, challenges, problems and /or obstacles encountered. These papers will serve as references to discussions during the Forum.

Output

It is envisaged that the Forum of Heads of African training institutions with their regional and international partners, namely CAFRAD, UNDESA/DPADM, AMDIN and IASIA will

be a useful platform for sharing ideas and enhancing knowledge on Executive Development Programs. The following will be the specific tangible outputs:

- A synthesis of appropriate strategic actions to meet the discussed challenges/issues faced by African training institutions;
- An Outcome document outlining a ‘roadmap’ to develop Executive Development Programs to equip managers from the public and private sectors, and civil society with appropriate skills and competencies to promote innovations, efficiency and effectiveness in public service delivery.

Dates of the Forum: 14th to 18th July 2008

Venue: Kampala, Republic of Uganda

Languages: English and French