

*The African Management  
Development Institutes' Network  
(AMDIN)*

Workshop on African Public Sector Human Resource  
Management Network  
27 February, 2009  
Arusha, Tanzania

# INTRODUCTION



- MDIs are part and parcel of HRD community
- Organisationally and operationally they share certain challenges
- AMDIN therefore a specialist network to address those challenges

# Values base of AMDIN

- African ownership
- Recognition and utilisation of strengths and expertise in African MDIs
- Sharing knowledge and resources within the network to strengthen and empower all of the African MDIs
- Collaboration and cooperation: within the network and across other networks and organisations

## Vision

*For MDIs to be centers of excellence capable of responding to African development challenges and global engagements*

## Mission

*To create for African MDIs a platform that articulates their collective voice and that promotes mutual partnership and collaboration with a view to developing leadership and management capacity in response to the needs of the African people and their governments*

# AMDIN's ROLE



AMDIN has a critical role to play in addressing the deficiencies that exists in the African MDIs – on institutional, organisational and individual levels. With the assistance of AMDIN and within a networked and constructive collective spirit, African MDIs will set out to achieve a multifaceted and durable agenda to raise their own standards and set continent-wide benchmarks to guide a process of continuous improvement.

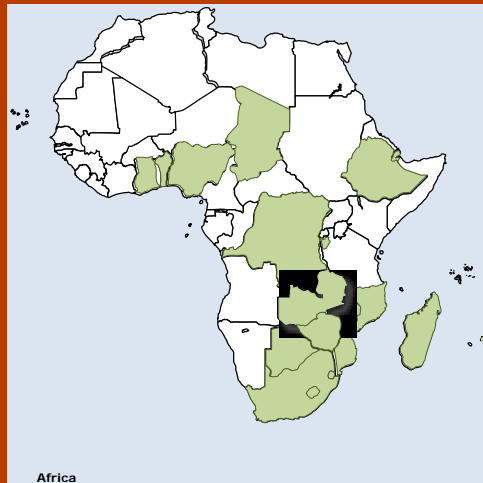
*(1<sup>st</sup> AMDIN Biennial Conference August, 2007)*

AMDIN is positioned as Capacity Builder of those charged with Capacity Development of public sector organisations in Africa.

AMDIN is dedicated to improving the environment in which MDIs function as well as strengthening capacity of member institutions – be that organisationally or individually.

# AMDIN's expanding footprint

2005



2009



# AMDIN Governance structures



## • Council:

- Elected for 2 year term by BGM
- Regional representation formula according to size of the region
- 12 elected representatives for 5 regions
- PLUS
  - AUC, NEPAD and Chairperson of Ministers' Conference (Ex Officio)
  - Immediate Past Chairperson
  - CEO
- Meets at least once a year

## • Executive Committee (EXCO)

- Elected by Council
- Meets at least twice or more per year
- Delegated authority – move business of AMDIN forward when Council can't convene
- Chairperson, Deputy Chairperson, Treasurer plus CEO (Ex Officio)

## • Standing Committees:

- *Committee on Finance and Administration*
- *Committee on Programmes*
- Appointed by the Council. Membership can include institutions not on the Council

## AMDIN Council (2007 – 2009)

**North Africa (2):** University of Algiers (one vacancy)

**West Africa (3):** GIMPA (Ghana); ASCON (Nigeria); ENA&M (Benin)

**Central Africa (2):** CPF (Burundi); ENAM – CTRAP (DRC)

**East Africa (2):** SIM (Seychelles); UMI (Uganda)

**Southern Africa (3):** LIPAM (Lesotho); ISAP (Mozambique); SAMDI (South Africa)



AMDIN Chairperson: Prof. Sheikh Abdullah

# **PROGRAMMES AND ACTIVITIES**

## **Developmental Goal**

Contribute to the development of Africa by strengthening democracy, good governance and public administration

## **Purpose**

Empowered African MDIs effectively fulfill their developmental roles and mandate through knowledge exchange and networking

- The real network comes into play through activities and programmes
- Thus far on limited scale, but with vary ambitious programme on the table for next 5 years



African Management Development Intitutes Network  
First Amdin Biennial Conference and General Meeting Report



**Knowledge exchange: seminars; workshops; conferences; staff exchanges; learning laboratories**

**Knowledge transfer: Training; think tank function; internal advisors to governments; advocacy for improved operational environments for African MDIs**

# Strategic & Operational Plan 2009 - 2011



Allows for 6 Focal Areas:

1. Strengthened organisational and human resource capacity for MDIs
2. Shared African curricula and standards frameworks for continual performance improvement
3. Knowledge relevant to the development of African public sector capacity more readily available
4. Opportunities for networking, knowledge exchange and resource sharing increased
5. Contribution of MDIs to African Public Sector Capacity Development extended beyond training to include other HRD approaches, research, consultancy and policy advice
6. Enabling AMDIN Institutional Capacity

Focal Area	HRM relevant activities – opportunities for collaboration
1. Strengthened organisational and human resource capacity for MDIs	As part of addressing the Macro policy and operational environment of MDIs AMDIN committed to supporting initiatives to improve national Human Resource Development Policies/ Strategies for African public/ civil services
2. Shared African curricula and standards frameworks for continual performance improvement	<ul style="list-style-type: none"> <li>• Developing continental benchmarks and standards and embark on a process of self and peer-review for MDI members</li> <li>• Generic curricula appropriate for African context collaboratively developed and available for national customisation and/or use - HRM &amp; D</li> </ul>
3. Knowledge relevant to the development of African public sector capacity more readily available	<ul style="list-style-type: none"> <li>•MDIs informed of cutting edge approaches, tools, techniques and materials</li> <li>•MDIs’ offerings keep tread with public sector change initiatives on the continent and anticipate future needs</li> <li>• MDIS consider and adapt relevant material for African context</li> <li>•Strengthening research capability for Public Administration and governance</li> </ul>

Focal Area	HRM relevant activities – opportunities for collaboration
4. Opportunities for networking, knowledge exchange and resource sharing increased	<ul style="list-style-type: none"> <li>•Develop centres of excellence with respect to training and curricula,</li> <li>•Communities of Practice and peer to peer learning groups</li> <li>•Learning and knowledge exchange opportunities</li> <li>•Knowledge portal</li> </ul>
5. Development extended beyond training to include other HRD approaches, research, consultancy and policy advice	<ul style="list-style-type: none"> <li>•MDIs' policy research and advice capacity enhanced</li> <li>•Mentoring and coaching programmes developed (curriculum and support with role out</li> </ul>
6. Enabling AMDIN Institutional Capacity	

# Intersection: Target Groups and Activities

Target groups



	<b>Knowledge management; Collaboration &amp; Peer learning</b>	<b>Individual Capacity Development/ Training</b>
<b>Heads of Institution</b>	Annual Heads of Institutions Forum Problem solving “fish bowls” and “showcasing” innovative solutions	<ul style="list-style-type: none"> <li>•Change management exposure visits</li> <li>•Support programme for new Heads of Institutions</li> </ul>
<b>Institutional Managers</b>	Placement & exchange Exposure visits/ study trips Standards of Excellence for self & peer evaluation	<ul style="list-style-type: none"> <li>•Training CFOs/ Financial directors for resource mobilisation</li> <li>•Build M&amp;E capacity, with specific emphasis on Return on Training Investment and Impact Assessment methodologies</li> </ul>
<b>Training Managers &amp; Administrators</b>	Peer to peer learning Placement & exchange	<ul style="list-style-type: none"> <li>•Customised training course re managing e/ on-line training PLUS managing logistics for residential courses</li> </ul>
<b>Trainers &amp; Design experts</b>	Communities of Practice around curriculum areas PLUS Peer to peer learning for different professional groupings Collaborative curriculum development Awards programmes)	Training of Trainers – generic & subject specialisation, e.g. e-government Training Curriculum Design & Materials Development Experts (Incl. Wiki-educators)
<b>Consultants &amp; Advisors</b>	Peer to peer learning Facilitate consortium formation & collaborative bidding On-line toolbox and example practices	Consultancy competency development through short courses & reflective practice Placements in consulting firms
<b>Researchers</b>	Collaborative research groups Make accessible on-line resource centres and info rich Dbases Joint, comparative research programmes	Research methods & skills Introduction to technological support & software for researchers

# Communities of Practice: Curriculum Development

Curriculum areas

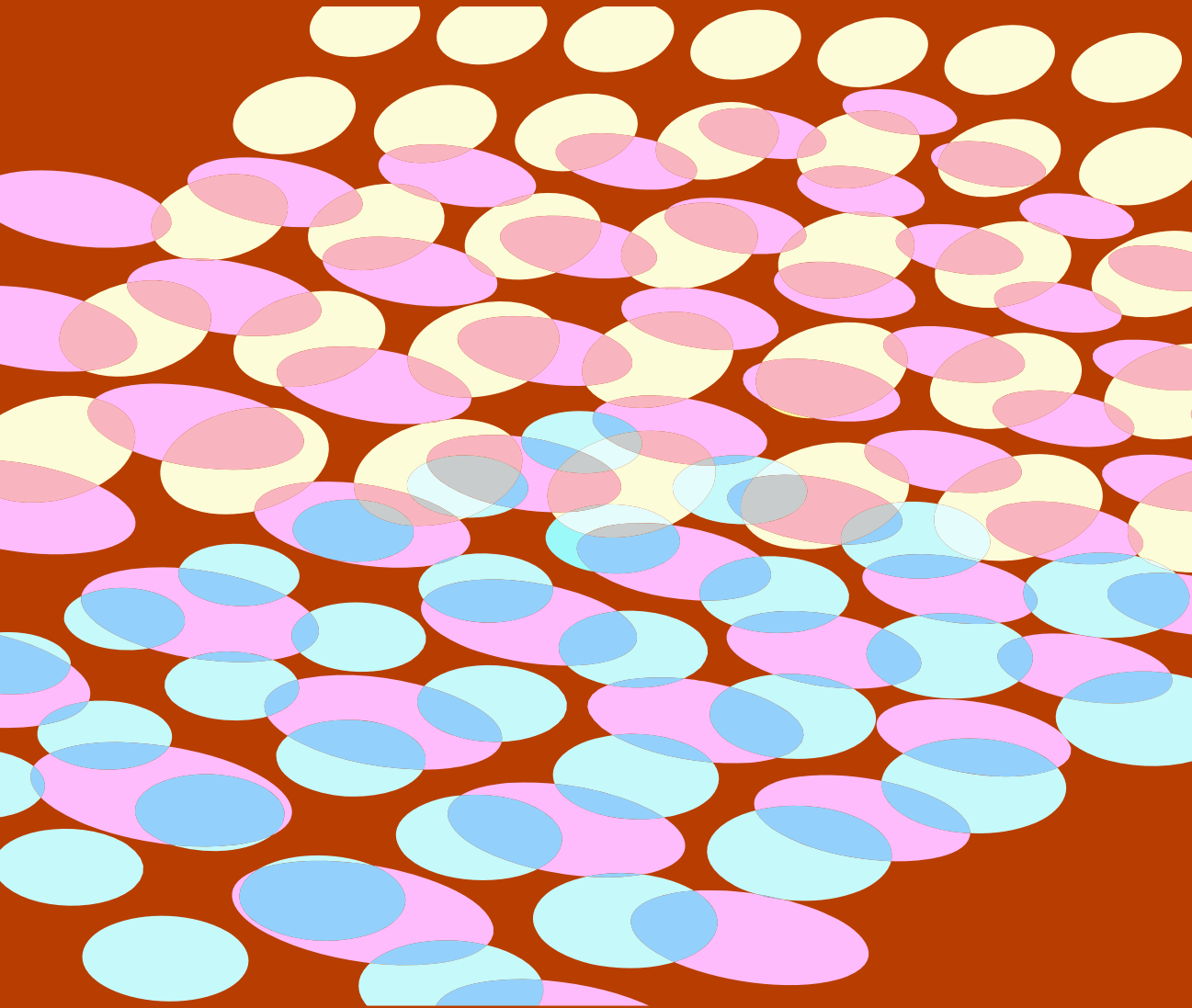


	Trainers	Curriculum Designers & Materials Developers	Researchers and subject experts	Representatives from user/client communities
E-Government and Knowledge Management				
Strategic Planning and Budgeting				
Leadership and Human Resource Development				
Public Sector Restructuring and HRM				
Inter and Intra-Governmental Relations				
Public Policy Development and Management				

**Further curriculum areas:**

- Public Finance, Budgeting and Financial Management
- Ethics and Anti-Corruption
- Public Participation and Service Delivery
- Globalisation and Regional Integration

**In reality, many intersecting smaller groups and sub-networks on different dimensions and layered: professional; disciplines; geographical; etc**



**Sub-networks within AMDIN – CoPs; Peer to Peer learning groups; interactive, action learning research groups**

**AMDIN one network within other global ones, e.g. UNPAN and intersecting and cooperating with others, e.g. AAPAM; CAFRAD; African Public Sector Human Resource Management Network; CAPAM PSTI initiative; etc.**