



## **AMDIN REPORT TO THE FOURTH MINISTERIAL BUREAU MEETING TO BE HELD ON 25 OCTOBER 2007 IN WINDHOEK, NAMIBIA**

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### **INTRODUCTION**

1. This update report of AMDIN to the fourth Bureau meeting of the Conference of Ministers of Public/ Civil Service covers the activities undertaken since the third Bureau Meeting in March 2007 until 20 October 2007.

### **PROGRESS UPDATE**

#### ***1<sup>st</sup> Meeting of the Biennial General Assembly (BGA) and Conference***

2. From 29 – 31 August Heads of Institutions and senior officials from 17 African countries, representing 23 African MDIs met for the first AMDIN Biennial Conference and General Assembly. The theme “MDIs: Developing Public Sector Capacity for Africa’s 21<sup>st</sup> Century Needs”. The conference enjoyed the support of the African Union Commission and representatives from its programme NEPAD, the United Nations Development Programme (UNDP), the World Bank, the Commonwealth Secretariat as well as development agencies from the German and Japanese governments. The inclusion of the Federal MDI in Brazil (ENAP) and the Civil Service College of Singapore brought an international comparative dimension to the conference.
3. On a resource level the conference would have been impossible without the assistance of the UNDP, the South African Government via SAMDI and the Development Bank of Southern Africa. Although the available budget was smaller than desirable, and the numbers of the conference therefore smaller than what we would have preferred due to the fact that we could not sponsor the travel and accommodation except for a very small number, the conference was organised within the limits of the available budget.

4. The programme over a three day period allowed for two capacity development sessions, facilitated by IBM, a knowledge exchange meeting of the Heads of Institutions; 17 high-level substantive conference inputs, ample time for exchange of opinion in the plenary, as well as during social occasions, the first Biennial General Assembly meeting, as well as a short meeting of the outgoing as well as incoming Councils. The final conference Communiqué is attached for information purposes. A CD Rom containing all the conference documentation is currently in production, while all the conference papers will also be made available through the UNPAN site.
5. The conference generated an enormous amount of energy for the future development of AMDIN and it restored the confidence of the African MDIs that the network is indeed a tool that could result in greater efficiency and effectiveness being achieved over a short period of time as a result of knowledge exchange and collaboration. AMDIN also offers the potential for standard-setting and continual improvement on performance. The important principle of African ownership of the network and its programme of action was emphasised. Many opportunities for collaboration among MDIs, but also between MDIs and other development and other partners were identified, and these are currently explored and taken forward. The important role the MDIs on the continent can play in developing appropriate public sector capacity to ensure progress on Africa's development agenda was reconfirmed by the Conference.
6. With respect to the interface between MDIs and their respective governments, conference reflected on the need for:
  - a) MDIs to remain responsive to the capacity requirements of the national and regional development agendas;
  - b) MDIs to ensure a programme of continual improvement that will result in them regaining the respect and recognition of their governments where this might have been compromised in the past;
  - c) governments to be supportive to their MDIs over the long term and on a sustainable basis. An adequate and sustainable resource base is a necessary part of a conducive policy environment for MDIs to be the best resource to their governments in the quest to build public sector capacity;
  - d) governments to develop and adopt comprehensive Human Resource Development Strategies where these do not yet exist.
6. The BGA considered and accepted the report of the acting CEO. The BGA specifically recorded its thanks to the Chairperson of the All Africa Conference of Ministers of Public/ Civil Service. The BGA further accepted minor amendments to the Constitution (largely related to terminology and numbering) and elected the Council for the 2007 – 2009 term. The changes in the Council make provision for

some organisational renewal without sacrificing on organisational continuity. The nomination from Algeria to the Council came in time to be included in the August process for the next term of office. This resulted in a situation where only one vacancy remains on the Council (a second representation for Northern Africa, a situation we believe that will be resolved soon after Tunisia started participating in AMDIN events such as the JICA ToT course). The AMDIN Council is now constituted as follows:

<b>Region</b>	<b>Institution</b>	<b>Representative</b>
North Africa	University of Algiers	Prof. Ali Mezaache
	Vacant	
East Africa	Seychelles Institute of Management (SIM)	Mrs. Daniella Larue
	Uganda Institute of Management (UMI)	Dr John Kiyaga-Nsubuga
West Africa	Ecole Nationale d'Administration et de Magistratur, Benin	Prof. Noel Gbaguidi
	Ghana Institute of Management and Public Administration (GIMPA)	Prof. Stephen Adei
	Administrative Staff College of Nigeria (ASCON)	Prof. Sheikh Abdullah
Central Africa	Centre de Perfectionnement et de Formation en cours d'Emploi (CPF), Burundi	Prof. Charles Nditje
	ENAM – CTRAP, DRC	Prof. Pierre Kita Masandi
Southern Africa	Lesotho Institute for Public Administration and Management (LIPAM)	Dr John Dzimba
	Instituto Superior Administração Pública (ISAP), Mozambique	Dr Almiro Lobo
	South African Management Development Institutes Network (SAMDI)	Dr Mark Orkin
Ex Officio	AMDIN Immediate Past Chairperson	Prof. Callistus Ndlovu
	African Union	Commissioner JD Joiner
		Amb. Emile Ognimba (Alt)
		Dr. Mamadou Dia (Alt)
	NEPAD	Prof. Firmino Mucavele
		Dr Hespina Rukato (Alt)
		Dr Eddie Maloka (Alt)
	Representative of Chairperson of the All Africa Conference of Ministers of Public/Civil Service	Ms Hanlie van Dyk-Robertson
	AMDIN Acting CEO	Ms Hanlie van Dyk-Robertson

The **Executive Committee** for the period 2007 to 2009 are as follows:

Chairperson: Prof. Sheikh Abdullah, DG Administrative Staff College of Nigeria (ASCON)

Deputy Chairperson: Dr. Almiro Lobo, Head, Instituto Superior Administração Pública (ISAP), Mozambique

Treasurer: Dr Mark Orkin, DG, South African  
Management Development Institute (SAMDI)  
CEO (Ex Officio): Ms. Hanlie van Dyk-Robertson

***Training of Trainers Programme:***

8. The second cohort of 23 Trainers under this programme sponsored by the Japanese International Cooperation Agency (JICA), and managed by SAMDI has successfully completed their course during the period 8 to 19 October 2007. Although the medium of instruction was English, institutions in countries that are classified as Franco and Lusophone were also invited to send representatives, in preparation of the 3<sup>rd</sup> training cohort that will be done in French and a later cohort in Portuguese if resources allow. Note that this course was the first in which trainees from all five regions on the continent were trained at the same time. Trainers from the following MDIs/ nominees of governments in the process of establishing MDIs participated and successfully completed the 10 day course:
  - Instituto Superior Administração Pública (ISAP), Mozambique (2 reps)
  - Sudan Academy for Administrative Sciences (SAAS) (2 reps)
  - National Institute of Public Administration (NIPA), Zambia (3 reps)
  - Kenya Institute of Administration (KIA) (3 reps)
  - Ecole Nationale d'Administration et de Magistrature (ENAM), Benin (1 rep)
  - Centre de Perfectionnement et de Formation en cours d' Emploi (CPF) (2 reps)
  - Seychelles Institute of Management (SIM) and the Seychelles Ministry of Health (3 reps)
  - Lesotho Institute of Public Administration & Management (LIPAM) (2 reps)
  - Ecole National d' Administration (ENA) under - CTRAP (2 reps)
  - Ecole National d' Administration (ENA), Tunisia (1 rep)
  - Namibia (Office of the Prime Minister; Ministry of Justice; Ministry of Education) (3 reps)
9. Once again the feedback received was very favourable with much appreciation expressed regarding the opportunity for meeting other African trainers, getting to know more about similar institutions, and having the opportunity to practice and receive developmental feedback in a "safe", learning environment. Problems experienced by the first group with respect to the venue have been overcome by using a much better venue. The course material was reviewed and improved and other suggestions for improvements made during the first course were taken on board. AMDIN will facilitate the formation and operation of a sub-network of these trained trainers (46 trainers across the continent will be connected virtually with a dedicated chatroom, and this will be expanded as each cohort completes training). Sending institutions

and countries are encouraged to follow the progress of the trainers and creating a supportive environment in which they can

10. Due to the erosive effect of inflation on the initial funding made available under this programme, the training occasions will be reduced to only one group per year, with approximately 20 trainees per group, unless additional resources can be raised. This is significantly lower than the initial intended 40 Trainers per annum.

### ***Governance Meetings***

11. During the period since the last update AMDIN held meetings for a full slate of its governance structures. The AMDIN Council met during 5-6 May for a two day period outside of Pretoria, dealing with a full range of programmatic and resource related issues. Much of the agenda focussed on the August 2007 conference. The Council also agreed on a prioritised work and resource plan for the remainder of the year.
12. During the May meeting the Council agreed to in future structure the work programme in three programmatic areas:

#### **Programme 1: Collaborative knowledge production and exchange:**

Building and growing relationships of collaboration, co-production of knowledge; knowledge exchange etc. among African MDIs and between African MDIs and other knowledge communities and relevant actors, e.g. through the web page; publication of newsletter; presence at key knowledge events and working on a framework to guide collaboration between member institutions;

**Programme 2: Strengthening the capacity of MDIs**, focussing at the organisational level on issues pertaining to the policy environment for MDIs; the issue of raising standards; and at individual level on different professional groupings in MDIs such as trainers, curriculum designers and management;

**Programme 3: Developing AMDIN as an organisation**, with functioning governance structures, supported by an effective secretariat in respect of planning, programming, resource mobilisation, implementation, communication, lobbying and accountability

Three scenarios re financial requirements were considered by the Council. These ranged between a most ambitious and desirable scenario, requiring R14,8m to a minimalist scenario that will require at minimum R4.9m to sustain AMDIN's prioritised activities for the 2007/08 financial year. A middle scenario of around R8,5m is realistically foreseen. This excluded the personnel and infrastructural cost SAMDI is currently committed to carry. The CEO was tasked to

manage the implementation of the programme within the available budget.

The Council meeting was preceded by meetings of the EXCO and the two AMDIN sub-committees, i.e. Programmes as well as Finance and Administration to prepare for the full council meeting and discuss matters in more detail.

The outgoing Council met at the eve of the Conference in August 2007 in order to be apprised of the Conference and BGA meeting and to decide on issues that was relevant to these events. The incoming Council met immediately after the BGA meeting on 30 August for the sole purpose to elect the new Executive Committee.

### ***Resource Mobilisation***

12. Resource mobilisation gained momentum during this period. This was initially with a view to raising funds to host the conference, but it also led to a host of other opportunities, both in terms of funding, but also cooperative partnerships, that are currently further explored and approaches formalised. These include, but are not limited to a proposal being prepared to United Technologies for an Africa wide case study and materials development programme; continued discussions with the World Bank and African partners of the Global Development Learning Network re a programme of virtual seminars; IBM and Cisco Systems re curricula development, as well as the African Renaissance Fund.
13. AMDIN hosted its first donor round table on 6 July. This event was addressed by the Chairperson of the Ministers' Conference, and attended by a range of the most prominent development partners with representation in South Africa. Appropriate channels and contact persons for AMDIN that responds to its All Africa nature were identified at the event and the necessary connections made in follow up discussions.
14. A funding proposal for US\$ 770 000 for the next financial year and initial support to AMDIN, has been submitted to the UNDP in July as part of the broader proposal for Preparatory Assistance for the Ministers' Programme on Governance and Administration. Although it was hoped that this funding would have kicked in by the start of October 2007, the outcome of the UNDP decision at the time of writing the report, is still pending.
15. It is important that the resource mix of AMDIN contains a significant part of Africa generated money, both from African MDIs and their respective governments, in order to ensure that the idea of African ownership of AMDIN is not lost. The development partner community also considers the contribution from the continent as an important

indicator regarding the legitimacy and sustainability of the organisation. The initial membership drive has resulted in five fully paid-up members, but potential members have indicated that the membership fee of US\$3000 per institution is out of their reach, given the financial situation of their own institutions, and has asked the AMDIN council to consider lowering this amount. AMDIN will therefore have to embark on a strategy of agreeing on protocols of support with a range of African governments on a bilateral basis. The South African government is already subsidising AMDIN to the tune of R2m per year.

### ***Other initiatives***

16. Research project on policy environments for national MDIs:  
The initial work on this project has resulted in a paper delivered at an international conference in Abu Dhabi in July, while further work was done in collaboration with the UNDP for the August conference. This collaboration is continuing and the immediate next step is a deep analysis of the needs and situation of 40 MDIs across the continent. The project will draw extensively on information that already exists, rather than to start from point zero again in the data collection process.
17. AMDIN Website: This project has fallen behind during the run-up to the conference, but has been revived since. A new design team has been identified and is currently working on the website, after the previous service deliverer was incapable of developing a website worthy of the image that AMDIN wishes to portray. The possibility of the AMDIN web-site being streamed through the UNDP portal is being explored. The activation of the web-site and strengthening of the content is now high on the priority list to support the knowledge sharing work of AMDIN.
17. Taking up the invitation to become 7<sup>th</sup> African Partner for the UN Public Administration Network (UNPAN). Given the synergy that exists between keeping its own website in order with high quality and current information and the requirements for UNPAN members, AMDIN decided to take up the above invitation. The Acting CEO and a technical support person will attend the 5<sup>th</sup> UNPAN E-Knowledge Management Training workshop in Korea from 23 – 26 October 2007.
18. Support and networking: AMDIN continues to collaborate and network with other relevant organisations. To this effect we will contribute to the upcoming CAPAM Institutes Initiative in Ghana and the Chair will attend the Africa Forum Meeting in Burkina Faso. We are collaborating with the All Africa Innovations Awards in distribution of media and messaging, encouraging the preparation of entries, as well as proposing a slate of AMDIN nominations for adjudicators at the invitation of the Chairperson of the Ministers'

Conference. AMDIN was in attendance at the conferences of AAPAM in Swaziland and IIAS/ IASIA in Abu Dhabi.

## **CONCLUSION**

19. AMDIN is moving from strength to strength, and is drawing on its initial successes to soldier forward and to consolidate its programme and resource base as quickly as possible. However, it does so within the bounds of some serious constraints and has to continually lower curb its plans due to either limited human or limited financial resources. The resource situation is marginally better than was reported previously and some potential funding has been identified, the situation remains extremely precarious and completely unsustainable. We request that the Ministers, as far as possible assist with identifying some financial resource in their respective national contexts - either directly to AMDIN, or via their MDIs for carrying costs related to hosting events, attendance and participation at AMDIN events and sponsoring their membership fees.
  
20. The first meeting of the BGA acknowledged that AMDIN would not have come this far if it was not for its association with the conference of Ministers of Public and Civil Service. The Chairperson of the Conference in particular remains a source of inspiration and assists greatly in the building of AMDIN. AMDIN and its member institutions remain committed to the vision outlined by this conference and the overall task of contributing in its own way to bringing about unprecedented human and economic development on the African continent.