



*The African Management
Development Institutes' Network
(AMDIN): Organisational and
Management Structure*

Workshop on Networking and Peer Exchange

20 February, 2009

Pretoria, RSA

INTRODUCTION



- Background on AMDIN
- Organisation and structure
- Role, Programmes and Activities
- Dilemmas and Challenges

BACKGROUND

What is AMDIN?



- A network of African Management Development Institutes as well as Schools and Institutes of Public Administration and Management and research institutes in the area of public administration/ public management/ public governance and related areas
- Pan African network covering all five regions of Africa
- Organically linked to the Programme for Governance and Administration, the initiative of the All Africa Conference of Ministers for Public and Civil Service, the African Union Commission and NEPAD

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.

(1st 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.

Truncated history



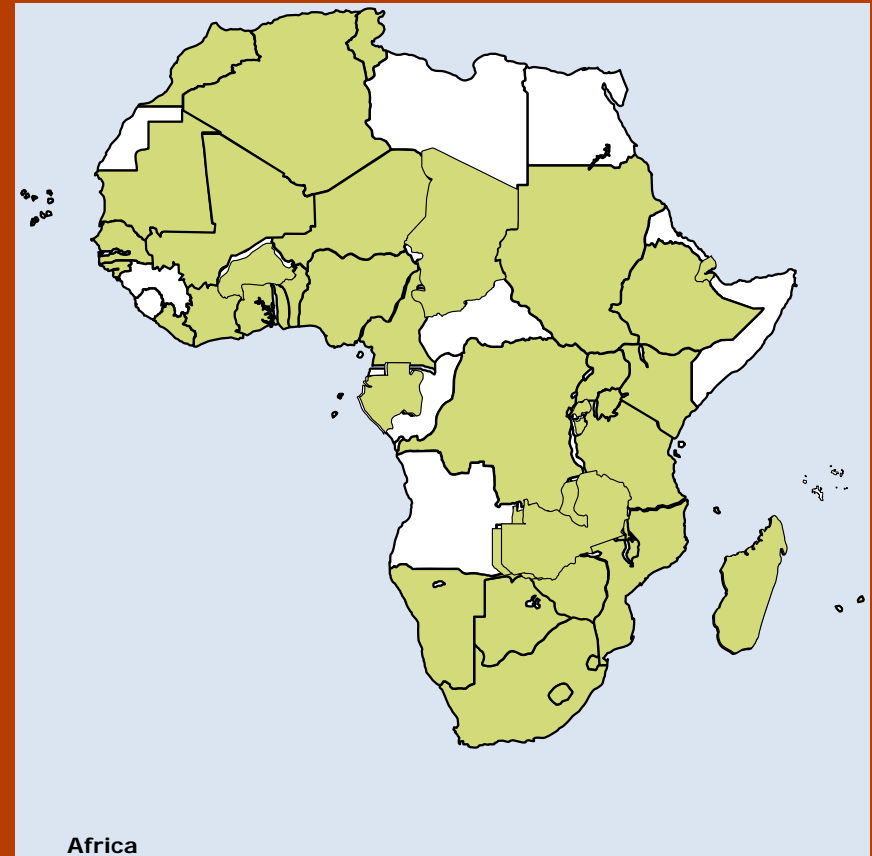
- Annual 2-day AMDIN workshops hosted by DPMF in Ethiopia 2002 and 2003. Informal and organic effort
- A few champion institutions/ individuals drove process forward during early period
- Organic initiatives by MDIs, supported/ reinforced by developments at the level of the Pan African Conference of Ministers of Public/Civil Service
- Initial target for electing an Executive Council postponed from December 2004 to August 2005
- AMDIN formalised with a Constitution, elected Council and EXCO in August 2005 (Sandton, South Africa)
- Secretariat only really operationalised in December 2006, after initially insufficient and inappropriate resources allocated for this purpose by the host institution
- First activities March 2007, growing the network since then, in size, activity and resource base and building core institution
- Collaborated extensively with others to advance without resources

AMDIN's expanding footprint

2005



2009



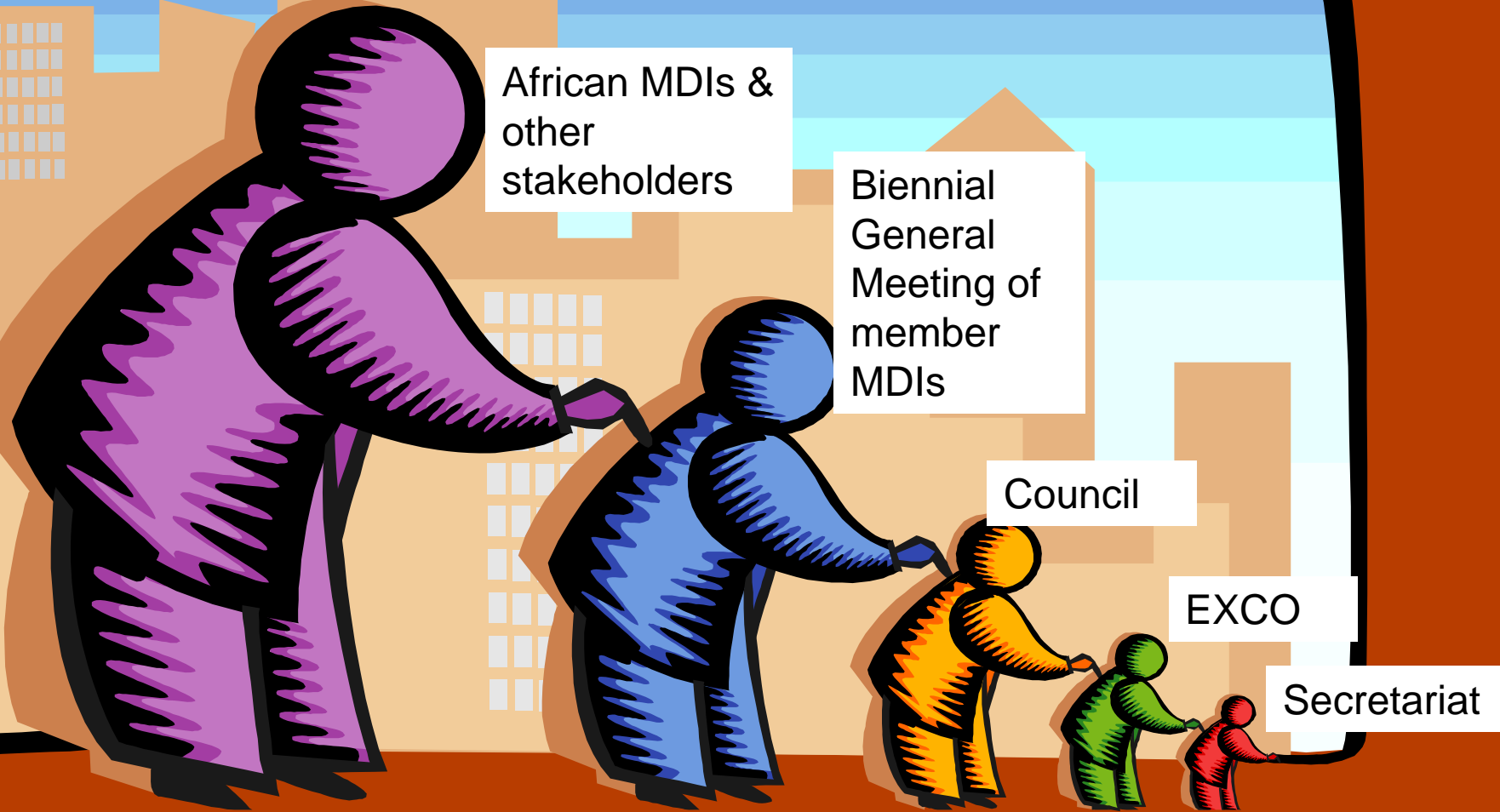
ORGANISATION AND STRUCTURE

Organisational and Legal form of AMDIN



- Membership based organisation
 - Founding members:
 - AAPAM; CAFRAD; CESPAM; DPMF; Ethiopian Civil Service College; Tanzania Public Service College; UMI; KIA; GIMPA; ASCON; ZIPAM; MIM; SAMDI
 - Larger, Anglophone MDIs, together with AAPAM and CAFRAD being broader associations of member countries; institutional and individual members in the subject area of public administration
 - Paid up members:
 - Thus far maximum of 9 paid up members at any time..... but MDIs from more than 40 African countries participating in AMDIN events and benefitting when these are fully funded events
- Registered as a Not-for-Profit organisation in terms of South African Law
- Small secretariat until end March 2009 based in PALAMA, South Africa (2 X part time officials)

ORDER OF INFLUENCE IN DIRECTION AND DECISION-MAKING



AMDIN Executive 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

- 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



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

Intersection: Target Groups and Activities

Target groups



	Knowledge management; Collaboration & Peer learning	Individual Capacity Development/ Training
Heads of Institution	Annual Heads of Institutions Forum Problem solving “fish bowls” and “showcasing” innovative solutions	<ul style="list-style-type: none"> •Change management exposure visits •Support programme for new Heads of Institutions
Institutional Managers	Placement & exchange Exposure visits/ study trips Standards of Excellence for self & peer evaluation	<ul style="list-style-type: none"> •Training CFOs/ Financial directors for resource mobilisation •Build M&E capacity, with specific emphasis on Return on Training Investment and Impact Assessment methodologies
Training Managers & Administrators	Peer to peer learning Placement & exchange	<ul style="list-style-type: none"> •Customised training course re managing e/ on-line training PLUS managing logistics for residential courses
Trainers & Design experts	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)
Consultants & Advisors	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
Researchers	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

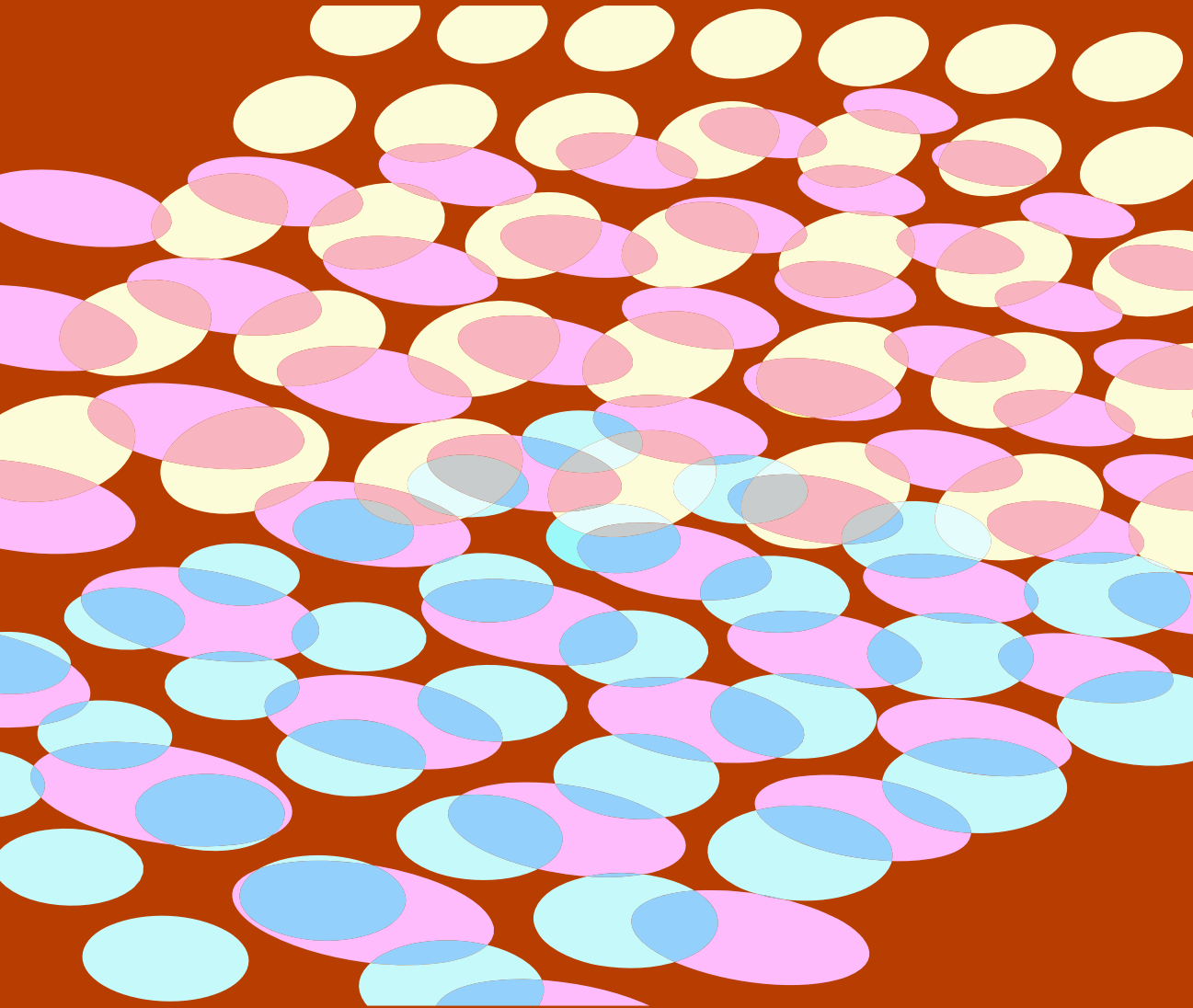


	Trainers	Curriculum Designers & Materials Developers	Researchers and subject experts	Representatives from user/client communities
E-Government and Knowledge Management				
Strategic Planning and Budgeting				
Leadership and Human Resource Development				
Public Sector Restructuring and HRM				
Inter 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 Human Resource Management Network; CAPAM PSTI initiative; etc.

Nature of Relationships – within the AMDIN community



1. Largely informal, except for the governance structures and MoU between AMDIN & PALAMA for payment of 2 core salaries for 3 year period, starting April 2009
2. Knowledge exchange & networking happens informally and organically during events, e.g. ToT, workshops, conference. All evaluations indicate this as the most appreciated aspect of AMDIN involvement
3. Some more structured collaborations and staff exchanges emerging; often as a result of increased familiarity, but done on a bilateral or multilateral basis by institutions, largely separate from AMDIN, e.g. Mozambique with Brazil; PALAMA 4 country programme; ASCON and Ethiopia Civil Service College; etc.
4. Establishment of Communities of Practice; Peer to Peer learning groups and collaborative research groups in the next year will mean entering into new territory with changing relationships
5. Development of mechanisms allowing rapid and frequent communications within the network is critical

Nature of Relationships – between AMDIN and others

1. Relationship with UN Public Administration Network (UNPAN) formalised in a MOU, with clear obligations on AMDIN as a regional on-line centre for UNPAN
2. Relations with AU; NEPAD and Minister's Conference constitutionally determined through representation on the Council
3. Other relations thus far informal, e.g. AAPAM, CAFRAD, CAPAM, UNDESA, etc. etc
4. Likely that in next few years will formalise some of these

CHALLENGES

1. SA government via SAMDI initially offered to host, but within short space of time unilaterally re-defined the relationship in a much more limited fashion
2. Membership
 - Participants and supporters but not paying members (free riding problem?)
 - Initial calculation re potential income from membership fees and accordingly sustainability of network was completely incorrect and misleading
3. Building a continent-wide network when historically strong language, cultural and religious divides
 - Francophone Africa and Anglophone Africa world apart & hardly shared language ability
 - Costs, especially when virtual contact alone is not sufficient
 - Poor transport infrastructure of the continent
 - Uneven ICT capability
4. Availability of role-players and office holders (competing and multiple identities) & resignations/ retirements of “personalities” at MDI level impact on leadership of the Network
5. Financial pressures for self-sustainability and cost recovery in MDIs means nothing is for free: AMDIN as cash cow vs MDIs contributing in kind to make network activities feasible e.g. hosting events, etc.
6. Being reliant on ICT for networking when competencies with respect to use of these largely underdeveloped and archaic
7. Victim of own successes -- rising expectations with limited resources → punching above our weight?

DILEMMAS

1. Legal form: deliberately non-governmental but terrain in which work strictly governmental and quite political
 - Resource availability
 - Cross-sectoral status & perceptions
 - Political tensions/ different perspectives re governance among MDIs
 - Preparing civil servants eventually for African Union/ Regional Economic Communities?
2. Home base/ host for the operations core of the network critical:
 - Burden too big for one government?
 - Legal uncertainty with a roving host arrangement
3. Ownership, responsibility and control over AMDIN resources and initiatives:
 - Participants and supporters who ought to benefit most from network cannot afford membership to enter the activities of the network
 - Exclusive member benefits, e.g. private sections on the web page?
 - Development partners directly managing resources
4. Network of the continent
 - Call for Sub-regional networks, but these will once again reinforce the language divides/ colonial heritage on the African continent
 - How African is African – globalisation in the MDI community running out training in Africa
 - Affirming African MDIs without being insulatory – global standards of excellence/ global accreditation??
5. Collaboration/ networking in a continental and global competitive environment of knowledge organisations
 - All not equal
 - Knowledge not without monetary value – core business of individual participants
 - Predatory behaviour within the network
6. Time is one of the scarcest commodities of overstretched and under-capacitated African MDIs
 - Oversupply of CD activities (especially when duplicating activities across networks) potential to erode available capacity even further (at least in short term)
 - Leadership permanently on the conference circuit? The dreaded impact of per diems.....
 - Networking is time consuming & not always productive