Program for Public Sector Leadership Capacity Building for Good Governance in Africa

Draft to be discussed and finalized by the meeting in South Africa 29-30 September 2004

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CONCEPTUAL FRAMEWORK FOR LEADERSHIP CAPACITY DEVELOPMENT

Values

Character

Attitudes

Institutions

Skills

Systems

Culture

Networks

Knowledge

1. Background

Leadership capacity development is part of the governance and public administration Programme (2003 – 2005) of NEPAD. As part of a comprehensive agenda on Governance and Public Administration, the 4th Pan African Conference of Ministers at Stellenboch (South Africa, 4-7 May 2003) confirmed leadership development as an area of priority.

As a follow-up implementation of this priority a seminar focusing on the theme, Public Sector Leadership Capacity Development for Good Governance in Africa was held at the Nile International Conference Centre,( Kampala, Uganda, 27 - 30 January, 2004). It was organised by CAFRAD under the auspices of NEPAD, jointly hosted by the Government of Uganda (Ministry of Public Service) and the Uganda Management Institute and financed by UNDESA, with financial support from the Government of Italy. The seminar was attended by 85 participants, among whom were 10 Ministers of Public Service, high-ranking Public Servants, as well as representatives of international organizations and partner institutions. The regional and international organizations represented at the seminar included: the African Union Commission, OECD, Jt. UNDP/UNESCO Project Foundations for Africa’s Future Leadership, the Commonwealth Secretariat, AAPAM, ESAMI, the United Nations Staff College (Turin), the African Capacity Building Foundation/PAMNET, and the International Association of Schools and Institutes of Administration. In all thirty two (32) African countries were represented at the seminar.

The overall objective of the seminar was to sensitize top public sector leaders of the continent on the importance of leadership in all human undertaking and to contribute to enhancement of their skills and capacity for successful leadership. The specific objectives were to: (i) exchange knowledge and experiences on public sector leadership and its development; (ii) examine appropriate methods, mechanisms, content and strategy for public sector leadership development in African countries; (iii) enhance skills and capacity in leadership for change and development; (iv) design an Africa wide three-year programme for leadership capacity development in the public sector; (v) develop a framework and a network for continuous activities in public sector leadership capacity development in Africa.

After receiving all the presentations and discussing the leadership capacity development issues, both in plenary and working group, the Seminar participants tasked CAFRAD to collaborate with UMI and UNDESA and work outputs, draft a three-year program for leadership capacity development in the Public sector in Africa, submit the draft to a meeting of a small group of management development stakeholders to discuss it and finalize it and submit it to the Chairperson of the Pan African Conference of Ministers of Public Service. In this document the draft program is spelt out and it is planned that a small group of management development institutions and other stakeholders will meet in South Africa in September 2004 to discuss this draft and finalize it so that CAFRAD can submit it to the Chairperson of the Pan African the Conference of Ministers of Public Service.

See STELLENBOSCH DECLARATION 07th May 2003: “Reinforce the importance of strong African leadership and the role of international and regional partners, as well as national management development institutes, in capacitating and supporting leaders”.

UNDESA - CAFRAD - UMI
2. Guiding Principles

The planning, programming, prioritising, implementation, monitoring, and evaluation of program for leadership capacity development for good governance in Africa will be guided by the following principles:

i. Sensitivity and responsiveness to contemporary and unfolding challenges facing Africa’s leadership and people.

Developing leadership in Africa should not be an academic exercise but a conscious efforts that takes into consideration the topical challenges confronting the development process on the continent as well as the challenges that are likely to confront future generations. Without being responsive and sensitive to the socio-politico-economic and cultural challenges within the African environment and in its relationship with the global reality, leadership capacity development programs are likely to produce leaders that will misinterpret the needs of Africans and embark on changes that will not improve the lives of the African people.

ii. Respect for and response to diversity

Among the challenges requiring visionary leadership responses are those triggered by the growing and insistent demands for popular participation and good governance, for the accommodation of ethnic, cultural, gender, and religious diversity. Leaders that are not particularly aware of and sensitive to issues of diversity will not only miss the opportunities provided by the socio-cultural and even politico-economic diversity of Africa, but will also fail to pay particular attention to and creatively mediate the demands that are created by this diversity. Such a failure would fuel unnecessary conflict.

iii. Critical self-examination

The visionary leadership that is so badly needed will emerge only when Africa embarks on a process of critical self-examination and desists from evading responsibility for its choices and consequences.

iv. Applied research and scholarship

Scholars and researchers have a major role to play in extrapolating from African philosophical traditions those values and attributes that could readily be adapted to strengthen leadership for people-centred and development-oriented policy making for meeting topical and unfolding challenges so that the African continent gets adequately placed on the road for self-sustaining growth and development.

v. Commitment to excellence and pragmatism

Character, integrity, commitment to excellence and unceasing search for perfection and pragmatism are among the defining attributes of the new generation of leaders needed by Africa to conquer obstacles to growth and development.
vi. Global awareness, Partnerships and networking balanced with self-reliance

Despite the fact that Africa has its own problems and that it should essentially count on its resolve and capacity to solve these problems, it is also a sign of visionary leadership to tap the potential that is provided by partnerships and networks to supplement and support Africa’s own efforts. The spirit exhibited in the above quoted leadership seminar in Kampala where global, regional, and national institutions converged to discuss the leadership issues in Africa should be maintained. Global awareness, partnerships and networking will be an invaluable necessity for the success of this leadership program. They will consolidate the spirit of self-reliance.

3. Purpose and objectives of the program

Based on the critical role leadership is expected to play in economic, political, and administrative as well as civic governance and in initiating, catalyzing, activating, and constantly directing and steering the development process, the overall purpose of the program is to enhance and consolidate sustainable leadership capacity at various levels of the public sector (local, national, and regional) and contribute to the improvement of governance on the continent. The object of this leadership capacity development program centers on skills, knowledge, attitudes, networks, character and values. The following are the objectives the program will pursue:

- Enhance knowledge of current and future leaders in the public sector in the various aspects of leadership, governance, and development.
- Enhance the awareness of the critical role leadership, governance and all their tenets play in the development process
- Strengthen leadership skills for the current and future leadership of the continent at local, national, and regional levels
- Strengthen networks of individuals and institutions that contribute to the successful implementation of leadership capacity development programs
- Strengthen capacity of management development institutions, Universities and other institutions identified as critical in leadership capacity development.

4. Target Groups of the Program

The immediate temptation in selecting target groups for leadership capacity development programs is to consider those that are already in leadership positions or are immediately likely to accede to them. However, the conclusion arrived at during the Kampala seminar was that building leadership capacity must target both current and future leaders. This means reviewing for example curricula of tertiary institutions to include training in leadership capacity building at an early stage in the preparation of future leaders. A crucial question concerns what is infused in the curricula at the catchment area level e.g. at University level. To be viable and sustainable, leadership development cannot start with, or be restricted to, those that are already within leadership positions – i.e. politicians, parliamentarians and ministers. While short-term interventions have their merits, the approach of developing a leadership reservoir, through building the capacities of various sectors of society to lead, allows for sustainability and consistent readiness. This implies that this process should begin, for instance, as early as university or even at the entry level of public service.
Another reality to bear in mind in targeting leadership capacity development programs is that within the context of globalization and regional integration, leadership in the public sector has increasingly taken on a new dimension to include leaders in regional organizations (both political and managerial leaders) in for example the Africa Union and its programs such as the NEPAD.

Therefore the target groups for the leadership capacity development program are the following:

- Politicians (Parliamentarians, Ministers and those at equivalent levels in regional bodies) as well as local government politicians (Councillors).
- Senior Public servants
- Middle level Public servants
- Local governments Leadership (Local governments top civil servants.)
- Management development institutes
- University graduates

However, in the current era where Public Administration has moved more towards the wider concept of governance, leadership development has to take into account the bigger spectrum of leadership in terms of partnerships and complementarities among the private, public, and civil society sectors. There is therefore need to bring all the leaders in all these sectors together, especially to develop together a common vision for their development and promote a mutual understanding of their respective strengths and weaknesses.

5. Challenges that need to be addressed through the leadership capacity development program

Leadership capacity enhancement programs must be conceived and implemented with the aim of making leaders capable of effectively addressing the key challenges facing Africa today and likely to face the continent tomorrow. The program must be driven by constant reference to the unique challenges that are facing African leadership at the beginning of the 21st Century and the demands that these challenges will place on the leadership style socially, administratively, and politically. Leadership capacity development is inherently interdisciplinary, international and inter-sectoral (involving public and non-profit organizations). The challenges are many but the following are singled out as critical ones. They are all linked to achieving the internationally agreed millennium development goals and to the development of Africa.

- Development of future leaders
- Acting in the context of globalization
- Strategic approaches to poverty alleviation
- Conflict management and resolution and prevention of violence
- The legitimacy of state institutions
- Leading in a world of increasing interdependency
- Leading large-scale transformations
- Leading with contradictions and paradox

i. Issues related to developing future leaders for Africa

Developing leaders that will ensure that Africa plays a leading role in the world is in itself a challenge for today’s leaders. Every leader at any level, in any sector, or any institution has the cardinal duty of ensuring that capable leadership does not end with his/her regime. The capacity to develop future leaders and ensure effective succession planning at all levels needs to be developed on the continent. Underlying this challenge is the task of rediscovering the leadership styles or qualities that may be embedded in the past philosophy, culture, and behavior of Africa, that can be tapped to complement the current western based leadership styles to mould a leadership style that fits the African condition and environment better. There is some undeniable influence in the African mindset and value system that distinguishes it from that of a more Western or Eurocentric approach and that is relevant for thinking about public administration and hence, public sector leadership development in Africa.

ii. Issues emerging from acting in the context of globalization

Globalization needs to be understood in its nature, its impact, in the way it can be harnessed to limit its negative impact and maximize benefits from its positive effects on development. This is especially relevant to African countries which have difficulty to influence globalization. Creating and maintaining effective networks and partnerships, mastering negotiation techniques and alliances, and understanding the operations of global institutions such as the United Nations system, Bretton wood institutions, and influence of regional blocks as well as the international financial and market systems are some of the critical elements to be addressed. Most importantly African leadership capacity must be developed to enable the continent’s leaders to marshal the strength of Africa’s unity and its national and regional bodies to be an effective and influential player in the global arena for the benefit of Africans.

iii. Issues related to strategic approaches to poverty alleviation

Leaders have to develop cross-sectoral approaches to solving problems. In particular this is critical to the reduction of poverty. The following aspects need attention:

- Financing development
- Developing civic discipline and engagement
- Improving service delivery especially in water, health, HIV/AIDS, education, environment
- Promoting investment and private sector development as well as integration of African economies into the global economy
- Promoting regional integration and regional cooperation
- Managing the environment
- Gender and inclusion

iv. Issues related to Conflict management and resolution and prevention of violence

Too many destructive and disruptive violent conflicts have been going on for too long on the African continent. This is probably the strongest sign that Africa’s leadership capacity needs to be enhanced to deal with conflict without resorting to violent means. Stability and security are key to
promoting sustainable reforms and development. In countries that have emerged out of violence, there is strong need for conflict management capacity to avoid a slide back effect. In countries that are in conflict there is need for conflict management capacity to ensure that lasting solutions are reached and sustained. In countries that have not yet experienced violence, there is need for conflict management capacity to ensure that the development and governance processes are planned and managed in a way that ensures peaceful development

v. Issues related to the legitimacy of state institutions

Creating legitimacy and trust is critical. This can be done by establishing strong participation mechanisms and by defining in a transparent manner the roles and relationships of different spheres of government. It includes also the development of an administrative culture based on the rule of law and a system which ensures effective public trust and accountability and avoids impunity and arbitrariness in the management of public affairs. Building adequate capacities around such issues is critical for the sustainability of the rule of law and democratic governance on the continent. All these issues come to compound the already complex challenge of governance and public service reform (including the reform of the public service bureaucracy).

vi. Issues related to leading in a world of increasing interdependency

Taking into account the present political environment in an increasing globalizing world, new areas of leadership competency including management of diversity, information and knowledge management, communication technology skills, partnerships and networking, etc. need to be strengthened. The current trends in regional integration on the African continent need to be thoroughly mastered by current and future leaders.

vii. Issues related to leading large-scale transformations

Africa needs to embark on large scale transformations in order to bridge the development gap between itself and the rest of the world. This task needs knowledge, skills, attitudes, and networks that enable working with stakeholders, balancing and managing long term and short term objectives in the context of change, creating a shared vision and strategy and empowering people.

viii. Leading with contradictions and paradox

One big challenge that African leadership must squarely face concerns leading within the context of contradiction and paradox. The world in general and Africa in particular are changing so rapidly that many contradictions keep emerging. It is incumbent on leaders and all employees to be able to deal with more ambiguity. Some of the contradictions include; economic liberalism in the context of the need for social welfare, people getting economically poorer while they become politically more empowered with voice, managing change while ensuring stability and security, etc. This requires specific leadership capacities.
6. Strategic Approaches and methodology

The approaches and methodologies that will be adopted to implement the various elements of the program will be generally dictated by the target group, the specific objectives and outputs expected, as well as the content of the specific element of the program. Below are some of the approaches and methodologies that provide a menu from which the implementation process will select appropriate ones in order to make the leadership capacity development program focus on creating a pool of leaders that are all round in terms of knowledge, skills, networks, attitudes and mindsets, as well as values, character, and constant diagnostic analysis and understanding of the environment in which they operate.

- **Research** and needs assessment will largely inform the design and content of the various elements of the program
- **Experiential learning** approaches including internships, attachments, study tours will target sharing of experiences and building skills
- **High-level participatory strategic planning workshops**, retreats and seminars will mix work and learning as well as team building
- **Distance learning** will take advantage of the modern information and communication technologies such as video conferencing to share knowledge and experiences as well as debate within and across borders
- **Case studies**, especially based on researched lives of prominent and influential leaders in Africa will support confidence in Africa’s leadership and build a body of Africa leadership styles that can be emulated to improve governance on the continent
- **Monitoring and evaluation through peer review mechanisms** (for example groups of MDIs and Universities) will ensure constant improvement and sustainability
- **Formal training in Universities and Management Development Institutes** centered on specific curricula of leadership training will shape leaders right from University through their career in the Public service by enhancing their formal knowledge, and state of art contemporary management techniques.
- **Mentoring and coaching** will mix work and learning and support building of appropriate characters and values in individual leaders.

7. Programmatic activities

The leadership capacity development program will evolve around a series of activities. Some of them will be tailored according to specific country needs while others will take a regional outlook. Below are the planned activities:

- Creation of a Pan African Leadership Capacity Development Institute
- Research on the nature, problems, challenges, and needs of leadership in Africa
- Internship, attachments and staff exchange
- Curriculum design for Universities and Management Development Institutes and development of standards of excellence to guide the monitoring and evaluation of such training
- Training of trainers from Universities and Management Development Institutes in leadership capacity building
Program for Public Sector Leadership Capacity Building for Good Governance in Africa, Draft to be discussed and finalized by the meeting in South Africa 29-30 September 2004

- Strategic Planning retreats for Ministers and Senior Public Servants to be conducted on request from countries
- Induction seminars and visits for newly elected Parliamentarians and newly appointed Ministers

i. Creation of a Pan African Leadership Capacity Development Institute

In African countries there are Universities and Management Development Institutes that have been playing an important role in training Africa’s Public servants. However, these are mostly operating at national and some at sub-regional levels. With the establishment of the African Union and progressive moves towards a more unified Africa, there is need for more integrated African leadership that is capable to develop Africa in the same direction and drive the implementation of the development programs such as the NEPAD at national level with the same commitment and ability. For this a Pan African Leadership Capacity Development Institute will be created. It will be a virtual institute crafted out of the existing national and regional Institutes and Universities. The Pan African Conference of Ministers of Public Service will be requested to approach the Africa Union to integrate the institute so that it becomes part of the institutions of the AU. Essentially its functions will include:

- Developing standards of excellence that will guide the performance, monitoring and evaluation in the implementation of leadership capacity development programs
- Providing research, consultancy and training in leadership in Africa
- Providing a reference point and inventory of Experts in leadership in Africa
- Providing mentoring and coaching services to high level leaders (e. Presidents, Ministers, and Parliamentarians) in Africa

A meeting of regional and national universities and Management Development Institutes will be convened to craft the institute in terms of its structure, composition, mandates, and how it will operate. The institute should be in place before the end of the year 2005.

ii. Research on the nature, problems, challenges, and needs of leadership in Africa

Researchers will be identified and commissioned to conduct exhaustive research on the leadership problematic in Africa that can form a strong basis for building and developing a leadership capacity in Africa. There are so many impressionistic assertions about leadership capacity in Africa. There is need to ground every activity of leadership capacity development on the continent on a well researched and informed position. For example: while there is assertion for the need of authentic African leadership, the philosophical foundation of what should be called African Leadership “styles” are not known or at least documented. While there is assertion of Africa’s leadership potential, this is not based on researched scientific knowledge.

Linked to the need to conduct further research on leadership is a need to broaden leaders understanding of their environments. Leaders often do not have a broad understanding of their environment. They required constant exposure to analysis of the context and challenges that emerge from the political, social, cultural and economic environment both within Africa and from the external environment. Another element that needs to be elucidated through research is the nature of the expectation of the African people. While modern or western models of public administration and management have conditioned African leaders in their operations, it is not clear whether the common
man and woman of Africa expects and pressurises their leaders to behave exactly as these western models determine.

iii. Internship, attachments and staff exchange

Currently there is a Jt.UNESCO/UNDP Foundations for Africa’s Future Leadership regional project on developing leadership capacity through internship placements of young graduates. The content of this project will be integrated in the leadership capacity development program and expanded to cover the whole of Africa. This will require networking with Universities, Management Development Institutes, Development partners and Donors as well as other reputable organizations to plan and implement an internship program that provides young graduates with an environment and opportunity that shapes right from the beginning of their working life their characters, values systems and mindsets to respond to the leadership capacity needs in Africa.

As part of strengthening leadership capacity, a program of staff exchange among various organizations in and outside Africa will be developed. Management Development Institutes and Universities will enhance their staff exchange and Public service organizations will be encouraged to exchange staff. The staff exchange among Public Service organizations will be discussed and formally agreed by the Chairperson of the Pan African Conference of Ministers of Public Service.

iv. Curriculum design for Universities and Management Development Institutes and development of standards of excellence to guide the monitoring and evaluation of such training

Universities and Management Development Institutes at national and regional levels will integrate leadership training in their curriculum. For this a workshop bringing together experts from Universities and Management Development Institutes will be organised to design prototype leadership training programs.

In addition, Management Development Institutes will work with CAFRAD and the Task force established by UNDESA and IASIA through the UNDESA/IASIA Leadership Capacity Development Initiative to develop and agree on standards of excellence that will serve as guide for planning, implementation, monitoring and evaluation of the performance of the MDIs that seek to be centres of excellence. Their excellence is critical to the success of the leadership capacity development programs that they will be conducting.

v. Training of trainers from Universities and Management Development Institutes in leadership capacity building

The success of the designed leadership training curriculum will depend on capabilities of the trainers in the Universities and Management Development Institutes that will be implementing these programs. Training of trainers will be conducted not only to enhance the capacity to conduct leadership training but also to create harmony in approaches and methodology in conducting the leadership training.
vi. Strategic planning retreats for Ministers and Senior Public Servants to be conducted on request from countries

African countries will develop both in terms of economics and governance only as far as their leaders and people can vision and strategically plan and implement the development. African leaders must therefore master the visioning and strategic planning for the development of their countries and the continent as a whole. On request from governments or their agencies, expert facilitators will be engaged to plan and facilitate participatory high level strategic planning retreats for Ministers and Senior Public Servants to shape the vision, mission and strategies for development. In this way, not only will the requesting countries have well elaborated and focused development strategies, but also the visioning and strategic planning knowledge and skills of their top leaders (e.g. Ministers and senior Public Servants) will be enhanced.

vii. Induction seminars and study visits for newly elected Parliamentarians and newly appointed Ministers

The job of Ministers and Parliamentarians in the development process of the country is very critical. Yet, being political jobs, most people get into them through the political process without being prepared for their technical content. Part of the leadership capacity development program will be dedicated to induction courses and study visits for newly elected parliamentarians, Local Government Councillors and Ministers to familiarize them with the tasks that they are to perform. Apart from the need for them to have a firm grasp of issues and challenges of development and the national, regional, and global socio-politico-economic environment in which they will operate, they need to be introduced to the processes, procedures, institutional arrangements, networks and linkages involved in their job.

viii. Training for leadership capacity building in conflict management

The content and methodology of the project on Capacity Building for Conflict Management in Africa which is on-going under the funding of UNDP and execution of UNDESA will be integrated in this leadership capacity development program to strengthen the capacity of African leaders to support policy-making, institutions, and mechanisms to manage and regulate disputes before they escalate into violence; and to strengthen public sector leaders to further national development objectives by integrating conflict management concepts and practice into their policies and programs. Building capacity in conflict management can play a major role in preventing and ameliorating conflict by developing individual and institutional skills that can promote a culture of constructive problem solving, cooperative negotiation, and dialogue and dispute resolution throughout society. The training will transfer analytical, policy-making and practical skills to public sector decision-makers and enable them to:

- analyze the structural and proximate causes of conflict
- anticipate potential areas of dispute and develop appropriate responses for promoting peace as well as averting violence (preventive action and response development)
- understand and employ dispute resolution principles and practices
- strengthen institutional capacity for managing diversity and conflicting interests
- use development tools in ways that mitigate the long-term structural, as well as proximate, causes of conflict.
The training will be focused around the following conflict management related areas: conflict analysis and early response development, skills development for conflict transformation, conflict sensitive approaches to development, and national capacity-building in conflict management.

ix. Leadership capacity building for administering global governance

One of the challenges facing Africa’s leadership concerns how to engage in the global economy and tap the benefits of globalization for Africa’s populations and minimize the negative impact of globalization in African countries. In other words, globalization needs to be effectively managed and administered at the national and regional levels. As discussed during the Seminar in Kampala, UNDESA, IASIA, the United Nations Staff College (Turin), CAFRAD and regional Management Development Institutes in Africa will organise a training course for senior Public Servants in Africa to enhance their knowledge and skills to engage with global organisations such as the United Nations System, the world Bank, IMF, etc and in general to master the negotiation processes that enable countries to participate in the global village and bring benefits to their people.

x. Institutional capacity development for new leadership.

The program, as developed above concerns in its majority, the development of individuals’ capacity in leadership. The overall objective is to prepare men and women to become good and capable leaders in order to successfully face current and future challenges facing African countries in social and economic development.

However, it is known that, good leadership can succeed only when operating in a conducive environment. Without good working conditions and motivation, new leadership can not hold. In this consideration, the program to be conducted will also be linked to practical actions of institutional capacity development.

These actions to be conducted are mainly related to administrative and governance reforms, with the aim of preparing a ground or an enabling environment for new leadership. Both development of individual capacity and creating a viable and motivating environment for new leadership will be conducted simultaneously.

Institutional capacity development will mainly concern (i) reforms, restructuration and modernization of the public service and governance systems (services, institutions, legal framework, etc); (ii) adoption of new and innovative public management methods and approaches; (iii) use of appropriate equipment, materials and funding to improve the leadership environment; (iv) motivation, incentive and professional development; (v) sensitization of populations, civil servants and governmental authorities on the need for a new leadership and new institutional environment.

In this conception, leadership capacity development will consist on up-grading capacity of individuals, groups and populations as well as reforming, transforming and modernizing the entire work and life environment for new African leadership. It is therefore a comprehensive program that will be conducted in a systemic manner, involving not only civil servants but also politicians, civil society organizations and the private sector.
8. Scheduling of activities

The program on leadership capacity building will comprise several activities and will be carried out with various partners. The most important activities to be accomplished are stated under “Programmatic Activities” (item n° 7). The duration of each of these activities is not the same, and all may not be carried out at the same moment. The program is estimated for a duration of three to four years. But, certain activities will continue over four years.

Activities, such as creation of the Pan African Leadership Capacity Development Institute; Curriculum design and setting standards of excellence and training of trainers will be conducted during the first year. Very few of these actions will continue in the following years. But the remaining activities of the program will start in the first year and continue for many years, such as conducting research or training on leadership, internship, study visit and exchange of staff. (see Annex: Scheduling of activities)

9. Budget and Funding

Building leadership capacity for good governance in African countries is a great undertaking that will be very costly. The cost is high because of the quantity and quality of activities to be undertaken. The proposed budget is therefore in light with the expected results or out-come of the program in terms of activities to be accomplished and the impact on the public sector. The attached estimated budget concerns therefore: (i) the resource persons or consultants to be recruited to conduct training and research; (ii) study visit, internship, attachments, and staff exchange; (iii) participants to various capacity building activities (training, workshops, retreats, conferences, etc); (iv) preparation of training materials and publications; (v) setting up of the Pan African Leadership Capacity Development Institute (staffing, equipment, functioning, etc); (vi) institutional (in house) capacity development (conducting reforms of services, institutions, legal texts, etc), equipping services and institutions, building portals and networking, sensitizing populations, etc. During three or four years, the activities of the program to be implemented will need a budget estimated at US$ 6,400,000.00.

It has been found that, at this time, there are many institutions and countries interested and involved in leadership capacity development in Africa. All these efforts have to be coordinated and networked through the Pan African Leadership Capacity Development Institute. A campaign of sensitization, mobilization and fund raising will be carried out through NEPAD, the Chairperson of the Pan African Conference of Ministers of Civil Service, UNDESA and other channels, in order to fund the program. Several partners will be approached for participation in the program, either for their expertise or/ and for their financial support.

10. Implementing mechanism

It is stated in the program that a Pan African Leadership Capacity Development Institute will be created to coordinate and manage the short, middle and long term development of the program. However, before the start of the institute, CAFRAD, in collaboration with UNDESA, UMI and other partner institutions, will continue to coordinate the activities of the program, under the banner of the chairperson of the Pan African Conference of Ministers of Civil Service and within the framework of the NEPAD program on Public Administration and Governance.
**ANNEX :**

**Scheduling of Activities and Budget**

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<th>Activity</th>
<th>First year</th>
<th>Second year</th>
<th>Third year</th>
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<td>Creation of the Pan African Leadership Capacity Development Institute</td>
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<td>Training of Trainers</td>
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<td>Institutional capacity development for new leadership.</td>
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Day four: September 2004:

**Public Sector Leadership Capacity Building for Good Governance in Africa**

**Provisional Agenda**

- **8.30 – 9.00** Registration of Participants
- **9.00 – 11.30** **Session I:**
  - Chairperson:
  - Opening remarks
  - Guiding principles
  - Purpose and objectives of the program
  - Target groups of the program
- **11.30 – 11.45** Coffee Break.
- **11.45 – 13.00** **Session II:**
  - Chairperson:
  - Challenges that need to be addressed
  - Strategic approaches and methodology
  - Programmatic Activities (i – x)
- **13.00 – 14.30** Lunch break.
- **14.30 – 16.30** **Session III:**
  - Chairperson:
  - Programmatic Activities (cont.)
  - Scheduling of activities of the program.
- **16.30 – 16.45** Coffee Break.
- **16.45 – 18.30** **Session IV:**
  - Chairperson:
  - Budget and funding of the program
  - Implementation mechanism and Follow up actions
- **18.30 – 18.45** Closing remarks.