Wednesday, 5th November

08:30-09:15 Opening
Simultaneous opening of all the capacity development workshops.

Session 1: Managing the Human Capital – recent innovations

Chair: John-Mary Kauzya, Chief, Governance and Public Administration Branch, Division for Public Administration and Development Management, UNDESA

Workshop Objectives: Kristinn Sv. Helgason, Public Administration and Governance Systems Specialist, GPAB, DPADM, UNDESA

09:25 - 10:15 Human Resources Management Frameworks
The human capital constitutes the critical knowledge, skills, talent and behaviour in any organization. As public organizations become more partnership-oriented, results-based, integrated and externally focused, the strategic management of the human capital assumes greater importance in the overall administration of the public sector. A number of countries, both developed and developing, and from different cultural, political and historical backgrounds, either have recently, or are currently in the process of undertaking significant reform of legal, policy and regulatory frameworks governing employment in the public sector. The objective of these reforms is usually to achieve greater efficiency, responsiveness and accountability in the public service, through more open and flexible employment frameworks, while preserving the benefits of continuity and institutional memory, generally considered important strengths of closed career-based systems. Therefore, a particular challenge facing many governments is
how to create open and flexible employment frameworks that are also equitable, well structured and promote the maintenance of traditional ethos and high level of accountability in the public service, including the impartiality and long-term perspective of civil servants.

Participants will review and discuss selected country practices, including lessons learnt, with particular focus on aspects, such as, integrated human capital management; career and merit policies; cultural transformational issues, such as, values, ethics, professionalism, trust and esprit de corps; human capital development strategies; performance assessment and policy cohesion and co-ordination.

**Keynote Speakers:** H.E. Geraldine Fraser-Moleketi, Minister of Public Services, South Africa  
Mr. Andrew Podger, Public Service Commissioner, Australia  
[Powerpoint, Paper]

**Discussant:** Mr. Jose Luis Mendez, Chief, Civil Service and Human Resources Management, Ministry of Public Administration, Government of Mexico

**10:15- 10:45 Discussions**

**10:45 - 11:15 Break**

**11:15 - 11:45 Recruitment and Retention Strategies & Development of Professional Standards**

Many developed and developing countries are facing critical brain drain in the public sector, including considerable erosion of managerial and technical capacity. More attractive remuneration in the private and non-governmental sectors; loss of pride in the concept of public service; increased politicisation and decline in standards of professionalism; and gradual decay of national governance systems, have all contributed to the lowering of prestige of employment in the public sector. Traditionally, talented young people have opted to join the public service because of opportunities for challenging work, prestige and career advancement potential. Career development prospects, in fact, have generally been considered a determining factor in retaining highly competent staff in the civil service. But more recently, however, other variables, such as, remuneration and the image of the public sector, have assumed great importance as well.

Participants will discuss strategies to enhance the ability of the public sector to attract and to retain talent at all levels. For example, what positive aspects of civil service careers could be emphasized in order to attract and to retain both managerial and knowledge-based staff; how organizations can improve opportunities for career development, including lateral movements between managerial and technical posts; the relevance of tenure in securing institutional
memory; new ways to recruit talented young people into the public service; lessons learnt from performance-based reward and incentive systems; and how remuneration and promotion can be more effectively linked to skills, knowledge and performance.

**Keynote Speaker:** Mr. John Mitala, Head of the Civil Service and Secretary to Cabinet, Uganda

**Discussant:** Mr. Paul Oquist, Senior Governance Advisor, Asia and the Pacific, UNDP

11:45 - 13:30 **Discussions**

13:30 - 15:30 **Lunch**

**Session 2: Building Leadership Capacities**

15:30 - 16:00 **Leading People in a Time of Change**

*Empirical evidence suggests that 20 per cent of increased efficiency and productivity in public organizations can be explained by the introduction of new technologies, while the remaining 80 per cent depend more on the quality of management, leadership and innovation. Effective management of human capital in the public sector often requires visionary and determined leadership. The leader has to mobilize people to tackle tough challenges and to realize their potential. As change usually involves uncertainty and, at times, conflicts, the leader has to engage staff to face demanding problems and to develop new ways of doing business. How people are engaged, treated and developed in the change process will ultimately determine whether staff are productive or not. Thus, effective leadership and management of public agencies is crucial to the success of public service reform.*

Participants will discuss the role of leadership and change management in a fast-evolving public sector. Some of the issues to be addressed in this session include: what diagnostic and other skills are required of the leader of the future? How to lead public organizations through a process of rapid change? How to foster a culture of learning and problem solving among staff? The role of leaders as exemplars, mentors, coaches and teachers, and as transmitters of values and ethics. How to develop leadership capacity in the public sector?

**Keynote Speaker:** Hugh O’Doherty, Centre for Public Leadership, Harvard University and former Director, Ireland-US Public Leadership Program
**Discussants:**

H.E. Apolo Nsibambi, Prime Minister of Uganda  
Hon. Chief, F. Z. Charumbira, Deputy Minister of Local Government, Public Works and National Housing

**16:00 - 17:45 Discussions and Debate**

A panel made-up of selected participants will be invited to initiate discussions by tabling specific questions for the keynote speaker, followed by general dialogue.

**Thursday, 6th November**

**Session 3: Developing the Human Capital – recent innovations**

**09:00 - 09:30 Capacity Building Approaches and Methodologies**

The civil service is under severe strain in many countries due to various converging factors. A greater role for the private sector in national development, for example, has shifted the responsibility of public administration from operating the economy to steering and facilitating it. This realignment of responsibilities within the governance system has increased the need for public administration capacity to coordinate, to manage conflicts, to promote private sector development, to manage sub-contracts, and to enforce legal and regulatory frameworks, to give few examples. Chancing social values are also exerting major impact upon the character and operations of the civil service worldwide. Brought together, all these trends are requiring new human resources capacities, professional behaviour and values of civil servants.

While human resources development focused heavily on “knowledge, skills and attitudes” during the 1980s, the emphasis of training efforts during the 1990s was more on the acquisition of “knowledge, outcomes and values”. This shift indicates the overriding importance of knowledge, but also the need for greater articulation of those skills and attitudes that can lead to specific outcomes and values respectively. Related to this triumvirate are the values of integrity, professionalism and respect for diversity. Leadership is also a key quality in public institutions. Government leaders in a wide variety of institutions have to be technically competent, politically astute and skilled in building consensus and partnerships. At the outset of the twenty-first century, there is also added emphasis on the use of information technology, the Internet, communication, negotiation, teamwork, client orientation, results-orientation, cost-effectiveness.
and partnerships with other sectors, including the development of a culture of learning in public organizations, where opportunities for updating knowledge, skills and attitudes, according to changing needs, are regularly provided for. In this session, participants will particularly discuss the core competencies of civil servants that need further strengthening in order to enhance the management of the public sector in the 21st century, including the emerging trends in capacity development approaches and methodologies.

**Keynote Speaker:** Ms. Marie-Francoise Bechtel, Conseiller d’Etat, former Director, Ecole Nationale d’ Administration, France

**Discussant:** H.E. Apolo Nsibambi, Prime Minister of Uganda

**09:30 - 10:00 Delivery of Training – institutional models**

As mentioned earlier, the required competencies of civil servants are rapidly changing due to many converging factors at local, national and global levels. Some countries are also moving away from a traditional career system to more open recruitment, where staff are selected mainly based on predefined technical competencies. The change from a career-based system to more open recruitment methods in many countries is also shifting the primary responsibility for professional development from the employer to the individual staff member. At the same time, states need to adapt the capacities of existing staff at all levels to the changing needs of government.

What are cost-effective institutional and organizational mechanisms to deliver capacity development initiatives and training for different categories of staff in a fast-evolving civil service environment? Some countries, particularly those at low level of economic and social development, have opted for the creation of comprehensive training systems, while others are moving towards greater emphasis on the creation of specialized training mechanisms utilizing distance learning, information technology and private sector approaches. What will be the niche role of traditional institutes of public administration, as well as university programs, in this environment? This session will review selected institutional models and modalities for capacity development of civil servants, including the pros and cons of different approaches.

**Keynote Speaker:** Mr. Oscar Monteiro, former Minister of State Administration, Mozambique

**Discussant:** Mr. Elio Borgonovi, Dean, Bocconi School of Management, Italy

**10:00 - 11:30 Discussions**

**11:30 - 12:00 Break**
12:00 - 13:00  **Workshop Summary**

*Presenter:*  Kristinn Sv. Helgason, Public Administration and Governance Systems Specialist, GPAB, DPADM, UNDESA

A summary of the key findings and policy messages of the workshop “Building the Human Capital in the Public Sector” will be reviewed and discussed before presentation in the final plenary session of the Global Forum.

13:00 - 15:30  **Lunch**

15:30 – 17:00  **Plenary Session: Results of Workshops**