CAPACITY BUILDING FOR STANDARDS OF EXCELLENCE IN PUBLIC ADMINISTRATION EDUCATION AND TRAINING

Meeting of Heads of Schools and Institutes of Public Administration and Management Development

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How to Raise and Sustain Standards of Excellence in Public Administration

Education and Training is a Critical Challenge

■ Historical Fault: The zeal with which administrative reforms including civil service reforms aimed at strengthening performance capacities of Public sector institutions were implemented was in many instances not applied to strengthening the institutions that would be responsible for building and sustaining the capacities: IPAs, Management Development Institutes, and relevant University faculties should have been given equal if not more attention.
Many IPAs, MDIs and University Faculties providing Public Administration Education and training refer to themselves as Centers of Excellence even in their mission Statements. We need a moment to reflect on

What constitutes Excellence?

By what standards/criteria do we judge excellence?

Who is best placed to decide what is excellent and what is not? (the IPAs and MDIs themselves? The people they train? The organizations they serve?)

What can be done to strengthen the capacities of these institutes
In response to the challenge strengthening capacities for Public Administration Education and Training, UNDESA/DPADM, IASIA constituted an International UNDESA/IASIA Taskforce on Standards of Excellence for Public Administration Education and training.

Prof. Allan Rosenbaum representing (Chairperson)
Mr Guido Bertucci, (Joint Convener)
Dr Turgay Ergun,
Prof. R.K. Mishra:
Prof. Bianor Cavalcanti:
Dr. John-Mary Kauzya:
Mr Mark Orken:
Ms. Barbara Kudrycka:
Ms. Natalya Kolisnichenko:
Dr Theo van der Krogt:
Prof. Jide Balogun:
The Taskforce was expected, among other things, to produce a number of outputs, notably:

- A concept paper focusing on the issues to consider, as well as the standards and the criteria to apply, in assessing the level of excellence in public administration education and training;

- A paper on national organizational arrangements for delivering public administration education and training and identifying good practices in the accreditation of public administration education and training programs and curricula;

- A joint UNDESA/IASIA publication on “Standards of Excellence in Public Administration Education and Training”.

Critical elements of strategies for Enhancing and sustaining public administration and training standards

- Clarity of vision, mission, and underlying values/philosophies:
- Transparency of governance, structure and process
- Commitment to quality, and continuous, quest for perfection:
- Emphasis on Performance Management and Results
- Formulation of input and output indicators
- Client orientation and commitment to quality service
- Employee empowerment and motivation
- Commitment to ethnic and cultural diversity and equity
Some of the other issues related to standards of Excellence

- Ownership
- Governance structures,
- Funding
- Mandates
- Competition
- Diversity issues
- The need to balance theory and practice
- Research
- The need to balance local and universal standards
- Mechanisms applied in quality assurance
Implications for Capacity building

- Institutional (systems, structures, processes, procedures, data and information, networking including quality assurance mechanisms)
- Human resources capacity (knowledge, skills, attitude, motivation, local and global networks)
- Facilities and logistics
- Supportive policy environment
- Funding