

EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE (ESAMI)



Danida Fellowship course
on

LEADERSHIP, GOOD GOVERNANCE AND FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR

7TH – 18TH MAY, 2012
ARUSHA-TANZANIA

IN COLLABORATION WITH

Danida Fellowship Centre
- sustaining development through training



FELLOWSHIP COURSE ON LEADERSHIP, GOOD GOVERNANCE AND FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR

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THE ESSENCE OF THE COURSE

The need for better financial management and good governance in the public sector has been a running theme for more than a decade. Recognition that there is an interface between leadership, good governance and financial management has been acknowledged by both researchers and practitioners. There has been growing evidence that effective leadership in the public sector spurs productivity; good governance leads to better development results and sound financial management enhances the stakeholders' confidence in the leadership and initiatives that an organization chooses to pursue.

However, there has been compelling evidence that leadership, good governance and effective financial management have remained a challenge for many organizations. A significant number of public sector managers are promoted to higher positions without being sufficiently prepared for the leadership role and with less than sufficient understanding of the significance of good governance principles in their newly acquired role. They are required to manage human, financial and other resources as they climb up through their career ladder, but they are faced with enormous challenges if they are not sufficiently prepared to do so.

From a leadership perspective, the differences between leadership and management; the role of leadership in the public sector as well as how to overcome leadership challenges faced in the sector, provide transformational leadership and lead change initiatives that are important arsenals for success.

With regard to good governance, the cornerstones of good governance, ethics and integrity in the public sector, safeguarding public assets, detecting fraud and engaging in enterprise risk management are prerequisites for ensuring that public resources are used for planned programmes. Managing for results should be a running theme as public institutions engage to improve their governance structures and systems.

As regards financial management, understanding the nature of public finance, the budget and medium term expenditure framework, the drive towards public sector financial management reforms as well as performance based budgeting

and performance auditing are necessary foundations for addressing allocative, administrative, absorptive and human capacity constraints that hinder efficient and effective utilization of public funds. It is also the springboard for addressing the disconnect between planning and budgeting.

While most courses have hitherto been theory based, this course will combine theory with concrete experience, offer participants tools to assess themselves and their organizations and identify priority individual and institutional challenges that will be addressed during and after the course. Participants will be required to develop and present a roadmap for addressing the priority challenges.

The course is divided into four tracks: Leadership and Management in the Public Sector, Good Governance, Public Sector Financial Management Reforms and Integration and Application of Leadership, Good Governance and Financial Management knowledge in the Public Sector. Alongside these tracks, six modules will be offered during the course.

THE OVERALL OBJECTIVE

The overall objective of the course is to equip the participants with a thorough understanding of current trends on leadership in the public sector, the interface between good governance, development and the performance of organizations as well as the need for robust financial management systems that link planning, budgeting and results. In light of this, participants will be able to provide leadership in governance processes and financial management within their organizations.

LEARNING OBJECTIVES

The immediate objective of the course is to strengthen the capacity of senior and middle level officials from the public and private sector to take up leadership roles in a more effective and proactive manner, and to achieve better results in delivery of public services through improved governance structures and financial management systems and processes.

It is expected that upon return to their organizations, participants will strengthen the leadership, governance and financial

management practices, systems and processes and in the medium term enhance the performance of their organizations.

SPECIFIC OBJECTIVES

With regard to good Leadership and Management in the Public Sector, participants will be able to:

- Analyze the role of leaders in developing and actualizing the vision for their organizations and countries and the choices that the New Public Sector has to make.
- Dissect the 21st Century Leadership Challenges and the complex nature of their impact upon the performance of the organization and its employees.
- Understand how to successfully implement and lead change initiatives in their organizations.
- Negotiate effectively, resolve conflict and proactively make better decisions.
- Identify strategies to boost and sustain the performance of the organization and its employees.
- Introspect on their leadership abilities and use leadership capabilities for personal, team and organizational effectiveness.

With regard to good governance, participants will be able to:

- Understand the principles and practice of good governance.
- Explain the relationship between good governance and development.
- Understand corporate governance issues in public sector corporations.
- Strategically direct and control corporate governance processes in public sector institutions.

With regard to financial management, participants should be able to:

- Explain the principles of public sector financial management.
- Understand the budget cycle and the MTEF processes under “whole of government” approach.
- Explain how approaches to public sector financial reforms affect their work.
- Undertake enterprise risk management and appreciate the importance of performance auditing and performance based budgeting.
- Carry out performance-outcome based budgeting for their units, departments and projects.

COURSE CONTENTS

Leadership and Management in the Public Sector

- Leadership and management in the public sector
- Leadership and change management
- Strategic and transformational leadership
- Conflict Management, Negotiation Skills and Decision Making
- Leading and Managing for Results

Good Governance

- Ethics and Good Governance in the Public Sector
- Governance, poverty reduction and economic development
- Detection of fraud
- Anti-corruption measures
- Integrity reporting and social accountability
- Enterprise risk management
- Corporate Governance issues in state owned enterprises

Public Sector Financial Management Reforms

- Public Sector Financial Management
- Public Sector Financial Reforms
- Performance Based Budgeting
- Performance Auditing
- Budget Cycle, MTEF and Planning
- Whole of Government Budgeting & Control

WHO WILL HOST THE COURSE?

The course will be hosted by ESAMI in collaboration with DFC. This North-South collaboration of these two training institutions will leverage on the synergies from each of the institutions to deliver a hands-on, competence based programme.

WHAT IS ESAMI?

The Eastern and Southern African Management Institute (ESAMI) is a Pan African Regional Management Development Centre currently owned by ten member governments from the Eastern and Southern African region. These include Tanzania, Kenya, Uganda, Malawi, Zambia, Mozambique, Zimbabwe, Swaziland, Namibia and Seychelles. It is a service and market-oriented institution offering high level specialized management training and development programmes, consultancy and action-oriented management research services. ESAMI also offers academic programmes at Doctoral, Masters, Diploma and Certificate level. ESAMI enjoys the Centre of Excellence in Management Development status granted by the UN Economic Commission for Africa in 1997.

WHAT IS DANIDA FELLOWSHIP CENTRE?

Danida Fellowship Centre (DFC) manages and implements the Danida supported Fellowship Programme, which supplies training in support of capacity development in Danida's programmes and projects worldwide.

HOW IS THE COURSE FUNDED?

The course is co-funded by the Danida supported Fellowship Programme. Programmes/projects are charged DKK 1,500 per participant per week. In total the investment for this course is DKK 3,000 per participant. This covers accommodation, allowance, study fee, course materials and international air ticket for non-Tanzanian participants.

WHO WILL BENEFIT FROM THE COURSE?

This ten days course targets middle and senior level public sector staff involved with leadership, financial management and governance in and outside their work settings. .

WHO ARE THE TUTORS?

The courses will be arranged and facilitated by ESAMI in collaboration with DFC. The tutors will offer insights of Leadership, Good Governance and Financial Management drawn from local and international experiences spanning over 25 years.

Henry Waruhiu

Henry Waruhiu has 17 years of experience working with development organizations and Government agencies in Africa. He has provided consultancy services to the World Bank, UNICEF, GTZ, SCF-UK, Action Aid International as well as regional bodies such as the EAC and SADC. He is an internationally recognized consultant in Participatory Budgeting and Public Expenditure Tracking, Public Private Partnerships and Corporate Governance and has practical experience in project management and implementation as well as performance management systems. He has supported Government Ministries in Africa to develop programmes that are outcome based with great emphasis on sustainability. He is well versed with the major trends that have shaped the Public Sector Reforms agenda and growing interest in fiscal decentralisation and local governance. He is currently working as a Management Consultant at ESAMI.

Jackson Kilimba

Mr. Jackson Kilimba has over 28 years of extensive practical experience in management consulting and training in Africa and beyond. He has strong knowledge of a broad range of financial management, donor fund management, negotiation skills, organizational change and

governance in both public and private sector. Skilled trainer and facilitator. Mr. Kilimba has been lead trainer on large number of ESAMI's projects within the field of financial management and contract management. He has consulted in a World Bank funded assignment on private-public sector partnership in outsourcing in Tanzania. He has thorough knowledge and understanding of public sector reform processes.

Jeef Bech Hansen

Jeef has 22 years of experience with development cooperation from more than 20 Asian and African countries through his work for a range of donors including bilateral donors, the EU-Commission, the World Bank, the Asian Development Bank, UN-bodies and NGOs. His experience covers all programming phases and he has particularly focused on the issues of capacity building of the public sector and the civil society in light of the aid effectiveness agenda and has over the last years trained Danida advisers on this issue.

VENUE

ESAMI Headquarters, Arusha, Tanzania. The course is arranged with full board accommodation and field excursions in mind to blend learning with field experience.

APPLICATION PROCEDURES

Application procedures are stipulated in "Guidelines for Danida Fellowships". The Guidelines and the Fellowship application form are available at the local Danish Embassy or can be downloaded from the DFC website: www.dfcentre.com.

The Fellowship application form is to be filled in by the applicant and endorsed by the Danida programme/project and the Embassy Desk Officer in order to ensure that the training is within the framework of national sector plans for capacity development. The Embassy will forward the application forms to DFC. The deadline for submitting the forms to the Danish Embassy is **9 March 2012**. DFC and ESAMI will jointly select the participants for this course.

MORE INFORMATION

Contact Danida Fellowship Centre at dfc@dfcentre.dk or Admissions Officer, Gasper Maimu at mbd@esamihq.ac.tz and Tel. +255-27-2508384.