Danida Fellowship Course
in
LEADERSHIP, GOOD GOVERNANCE
AND FINANCIAL MANAGEMENT IN
THE PUBLIC SECTOR

22nd September – 3rd October, 2014
ARUSHA-TANZANIA

In collaboration with
Danida Fellowship Centre

Sustaining development through research and learning
THE ESSENCE OF THE COURSE

The need for better leadership, good governance and financial management in the public sector has been a running theme in many countries. This is indeed seen as the core determinant of a country’s progress towards the achievement of its long term vision. The interface between leadership, good governance and financial management sits at the centre stage of sound policy choices and decisions, their implementation and oversight. There has been compelling evidence showing that effective leadership in the public sector spurs productivity; good governance leads to better development results and value for money and that sound financial management enhances the stakeholders’ confidence in the development of the country.

While there is growing belief that leadership is improving in a number of countries in Africa, a significant number of public sector managers are promoted to higher positions without being sufficiently prepared for the leadership role. Many public officers in leading positions have less than sufficient understanding of the significance of good governance in their roles. Many newly appointed leaders 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. This course aims at bridging this gap.

WHAT IS DIFFERENT IN THIS COURSE?

This course will draw from concrete experience and examples to demonstrate the value of effective leadership, good governance and sound financial management while at the same time relating these to sound theories. Participants will be required 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 identify an organizational challenge prior to the course and submit a write up on this challenge before the course starts. During the course, each participant will work on this challenge while being mentored by the facilitators to develop a roadmap for addressing the challenge identified. A draft action plan will be presented at the end of the course. The course is designed to be competence-based.

HOW THE COURSE IS ORGANIZED

The course is divided into three tracks: Leadership in the Public Sector, Good Governance, and Public Sector Financial Management Reforms.

The Leadership and Management in the Public Sector will explore the differences between leadership and management and how these differ between the public and the private sector. The role of leadership in leading change initiatives will be discussed and practiced.

With regard to Good Governance, the importance of safeguarding public assets, detecting fraud and engaging in enterprise risk management will be discussed. Case studies will be used to demonstrate how governance explains the difference between performance of public and private sector institutions and also emphasize the need for Managing for results.

The nature of public finance, the budget and medium term expenditure framework will be discussed using real life examples. The importance and implications of public financial management reforms and performance based budgeting and performance auditing as necessary foundations for addressing allocative, administrative, absorptive and human capacity constraints that hinder efficient and effective utilization of public funds will be examined through simulated exercises. The effect of misaligning planning and budgeting in the public sector will be examined and strategies to address this discussed.

A field trip will be organized to complement classroom learning with field experiences.
COURSE OBJECTIVES

The overall objective of the course is to develop leadership that will drive change and reform initiatives in public sector organizations. It is to nurture leadership that will practice good governance and sound financial management in order to deliver sustainable development results.

The learning objective of the course is to strengthen the capacity of senior and middle level officials from the public sector to take up effective leadership roles in a more proactive manner. After the course, participants should be able to improve financial management systems, policies and processes upon return to their work settings.

SPECIFIC OBJECTIVES

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

• Compare and contrast leadership in the public sector organizations.
• Successfully implement and lead change initiatives in their organizations.
• Assess and practice leadership skills.

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

• Detect fraud in public sector organizations.
• Analyse enterprise risks associated with governance practices with the public sector.

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

• Apply the principles of public financial management in their organizations.
• Prepare a programme budget and a sample MTEF.
• Carry out performance based budgeting for their units, departments and projects.

COURSE CONTENTS

Leadership and Management in the Public Sector

• Leadership and change management in the Public Sector
• Leading and Managing for Results
• Strategic negotiation and decision Making

Good Governance

• Good Governance in the Public Sector
• Detection of Fraud and Anti-corruption Measures
• Corporate Governance Issues in State Owned Enterprises

Public Sector Financial Management Reforms

• Public Sector Financial Management
• Performance Based Budgeting
• Performance Auditing
• Budget Cycle, MTEF and Planning

ACTION PLANNING

A key component of the course is the preparation of a draft Action Plan taking its starting point in a work-related issue of the individual participant or a group of participants from the same organization. The purpose of the action planning is to provide the participants with an opportunity to reflect on the new knowledge and skills presented to them through application of relevant tools and approaches in a concrete case from their own working situation. The action planning process will be supervised by the course tutors and will be introduced during the second day of the course.

Successful applicants will be required to identify a key challenge that they will work on prior to, during and after the course. They should thus familiarize themselves with their organisations’ strategic plans prior to the commencement of the course.

WHO WILL HOST THE COURSE?

The course will be hosted by ESAMI in collaboration with DFC. The course will leverage on the synergies of these two institutions while enhancing the North-South collaboration.

ABOUT ESAMI

ESAMI is a premier Pan African Management Development Institute operating in more than 10 countries. The Institute has trained over 100,000 middle and Senior Level officers from the public, private and NGO sectors. The Institute offer training, academic programmes at postgraduate level and consultancy services. For more information, visit ESAMI’s website – www.esami-africa.org
ABOUT 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. For more information, kindly refer to www.dfcentre.com

HOW IS THE COURSE FUNDED?

The course is co-funded by the DANIDA supported Fellowship Programme. Programmes and 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 course 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.

Mr Henry Waruhiu

Henry Waruhiu is an international management consultant with a wealth of experience in training and advisory services to Government Institutions and the Private Sector. 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. Henry is a PPP and BSC expert and works with organizations to improve performance management systems and strategic orientation.

Mr Jackson Kilimba

Mr. Jackson Kilimba is an international management consultant with 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.

Prof. Apollonia Kerenge

Professor Kerenge is an international management consultant who has extensive experience in facilitating courses for Senior Level Government Officials. She is a specialist in leadership training and the Whole of Government approaches to development.

VENUE

ESAMI Headquarters in 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 July 2014. DFC and ESAMI will jointly select the participants for this course. Please note that only participants working for a DANIDA funded projects are eligible for this course.

MORE INFORMATION

Please contact ESAMI at esamihq@esamihq.ac.tz or mbd@esamihq.ac.tz; Tel. +255-27-2508384 or alternatively contact Danida Fellowship Centre at dfc@dfcentre.dk.